



FALL 2009  
COMBINED  
FEDERAL CAMPAIGN  
DOD CAMPAIGN  
MANAGERS' GUIDE





DEPARTMENT OF DEFENSE  
WASHINGTON HEADQUARTERS SERVICES  
1155 DEFENSE PENTAGON  
WASHINGTON, DC 20301-1155



Voluntary Campaign Management Office

Dear 2009 Campaign Managers,

Welcome to the 2009 Combined Federal Campaign. Thank you for agreeing to take the active step up from being an important contributor to this critical role of campaign management. You will be an integral member of the CFC team, meeting many opportunities and challenges in the coming campaign.

Your passion and commitment to improving the lives of others through your campaign management efforts and genuine excitement about working with the CFC are all factors that will contribute to the continued success of our work together.

This *Guide* has been prepared to help you understand your role as a Campaign Manager. In particular, it provides information that is critical for our continued success. I hope you will refer to this manual often during the campaign and that it will be helpful to you in your new role.

As Director of the DoD CFC, I deeply appreciate your willingness to work in this year's campaign. On behalf of the Department and individuals you will never meet, thank you.

Sincerely,

Lou Torchia,  
Program Director,  
Voluntary Campaign Management Office

**CFC Mission:** *To promote and support philanthropy through a program that is employee focused, cost-efficient, and effective in providing all federal employees the opportunity to improve the quality of life for all*



## **CFC MISSION**

The Combined Federal Campaign (CFC) supports and promotes philanthropy through a program that is employee-focused, cost efficient and effective in providing all federal employees the informed opportunity to improve the quality of life for all.

## **CFC VISION**

As the largest workplace fund raising program in the world and the model from which other workplace campaigns are structured, the CFC allows Federal employees to invest in making lives better through their voluntary participation. Employees are empowered to help their communities to address human health and welfare needs. Campaigns are most successful where there is ownership and partnership with the federal community and where employees embrace involvement.

## **CFC VALUES**

- Federal employees care about the needs of the world and of their local communities.
- Federal employees make a significant difference in the lives of people every day.
- Public service is a way of serving others and is an honorable profession.
- Giving to the CFC is a way of serving others and is the right thing to do.
- Every donation counts.
- Giving to the CFC is voluntary.
- All Federal employees have an equal opportunity to give.
- The CFC Program belongs to all Federal employees, not to agencies.

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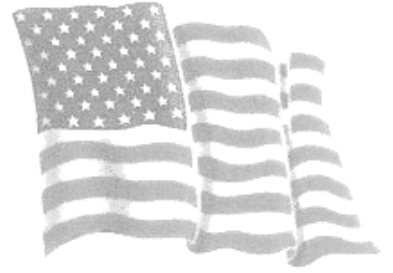
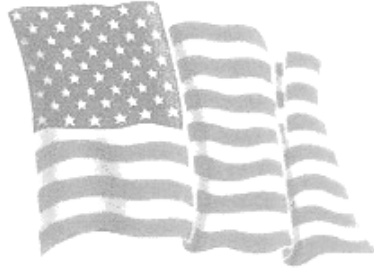
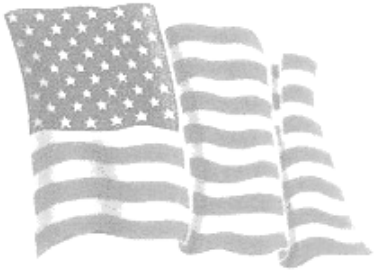
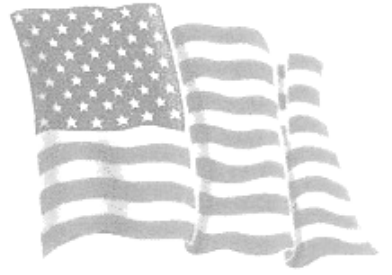
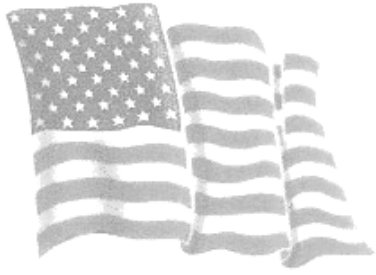
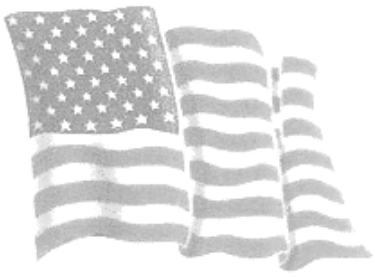
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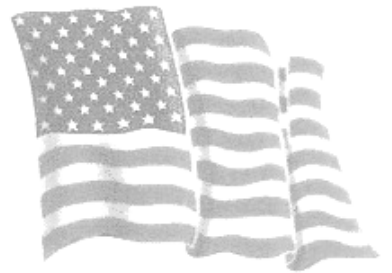
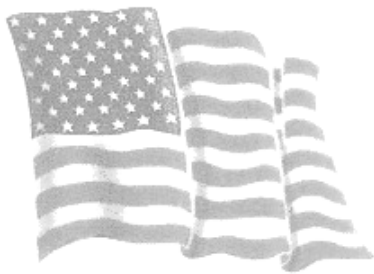
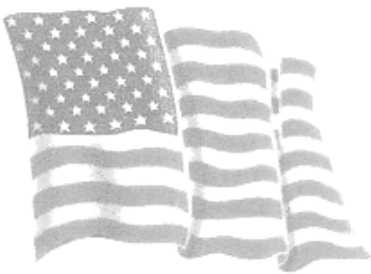
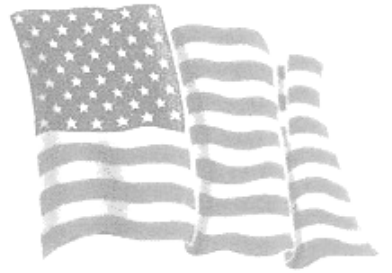
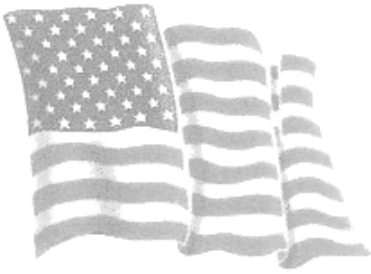
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# INTRODUCTION



## TAB 1. INTRODUCTION

Welcome to the Department of Defense Combined Federal Campaign (CFC) and thank you for agreeing to serve in a leadership capacity for this year's CFC. You were selected for this role because you have demonstrated strong leadership skills and have been a successful manager. You will set the pace of the campaign with your enthusiasm, ability to motivate others and commitment to meet and exceed your CFC goal.

For almost fifty years the CFC has enabled millions of Federal employees to help improve the quality of people's lives locally, nationally and internationally. The organizations that receive funding through the CFC provide many services, including helping abused and neglected children, feeding the hungry, searching for cures to diseases, preserving our natural resources and giving help and hope to those in need. There are three main reasons for the CFC's continuing success:

- 1. It is an easy system.** Employees may contribute by payroll deduction, check or cash. Under a pilot program new this year employees are able to donate via credit cards. By signing up for payroll deduction, Federal employees can have a reasonable, affordable amount withheld from each paycheck that will, over a year's time, make a substantial contribution to their favorite charities.
- 2. It allows employees to choose which organizations will receive their contributions.** Employees may designate their gifts to issues that are important to them by choosing from one comprehensive list of organizations in the 2009 Catalog of Caring.
- 3. Federal employees make it happen.** Every year hundreds of Federal employees volunteer to coordinate and plan the CFC in their workplaces, bringing their co-workers together to have fun while making a difference in their communities and worldwide.

The DoD Voluntary Campaign Management Office (VCMO) will provide you with a "Loaned Executive" (LE) to assist you in running your campaign. Your LE is a Federal government employee who works full-time for the CFC during the campaign. Together with the CFC Staff, your LE can help you in planning, organizing and conducting your campaign.

We have prepared this *Campaign Manager's Guide* to help you develop an efficient and effective organizational structure for a successful campaign in your agency. Together with the Office of Personnel Management (OPM) CFC website at [www.opm.gov/cfc](http://www.opm.gov/cfc) and the CFC National Capital Area (CFCNCA) website at [www.cfcnca.org](http://www.cfcnca.org), this *Guide* will help you get organized. The DoD staff is located at the VCMO at 2521 S. Clark Street, Suite 5300, Arlington, VA 22202. You can reach them by telephone at (703) 699-1843 and by fax at (703) 601-2318.

## TAB 1.1 KEY IMPROVEMENTS FOR 2009

There are several key changes that CFCNCA is implementing this year. In order to be even more efficient and effective, CFCNCA is encouraging the use of new and existing electronic tools. These changes have been introduced as ways of 1) saving money during tough economic times; 2) in response to donor demands; and 3) to reduce paper and ease the environmental impact of the campaign. They include:

**New ways to pay your pledge:** With the approval of the Office of Personnel Management and the Local Federal Coordinating Committee, CFCNCA is introducing a pilot program in 2009 for electronic payment of pledges. In addition to the use of the Online Pledge Assistant and the regular printed pledge card, CFCNCA now allows donors who elect to make a cash gift to pay that gift online using [www.cfcnca.org](http://www.cfcnca.org). There you will find tools to pay your pledge through a series of credit and debit card transactions.

**New distribution strategy** on the printed Catalog of Caring: CFCNCA wants donors to make the web page [www.cfcnca.org](http://www.cfcnca.org) the first step in the giving decision by increasing the use of on-line tools and information. Printed catalogs will be distributed based on the number of donors your department had last year. However, we also encourage donors to share these when done rather than tossing them into a recycle bin.

**New low-cost tools:** This year CFCNCA is introducing new communication tools and moving other tools to be generated in electronic only formats. Chief among these are a series of cards that keyworkers can use, in lieu of the printed catalog, to ask donors to participate and to deliver key messages.

**New keyworker survey and registration process:** After keyworkers complete Keyworker training, they can visit the special keyworker training survey and registration process so we can gauge how effective our training is and can keep in touch with them throughout the campaign. At the end of the campaign, CFCNCA will invite all registered keyworkers to give us suggestions for the future as well.

As you can see from the list above, a major change from prior year is directing employees to the charity listing online. Although in prior years, each employee received of the Catalog of Caring, now you will be provided with a series of campaign cards to deliver to your assigned employees.

CFCNCA continues to print the *2009 Catalog of Caring* for donors who do not have access to the website. Donors will be instructed to go online at [www.CFCNCA.org](http://www.CFCNCA.org) to learn more about the campaign. If needed, the potential donor can ask the Keyworker for a copy of the printed catalog.

This decision was made in light of current economic conditions so CFCNCA can maximize the funds going to charities. In addition to cutting the expenses for printing, this also responds to donor requests to put information on line and to requests to conserve critical environmental resources.

## **TAB 1.2 CAMPAIGN STAFF**

### **Honorary Chair**

TO BE ANNOUNCED

### **CFC Director, National Capital Area/Principal Combined Fund Organization**

Executive Director            Mr. Anthony DeCristofaro

### **DoD VCMO (CFC) Staff**

Director                        Mr. Louis Torchia – 703-699-1841

Program Manager            Ms. Melodye Boyd Ray – 703-699-1843

Logistics Manager           Ms. Terry Tharp – 703-699-1876

Loaned Executive  
Coordinator                    Ms. Chrisenda Williams – 703-699-1844

Campaign Finance  
Manager                        Ms. Caroline Craig – 703-699-1892

Graphics Advisor            Mr. Carl Berry

Address                        Polk Building  
2521 S. Clark Street  
Suite 5300  
Arlington, VA 22202-3918

Mailing Address:            WHS/HRD-VCMO  
2521 S. Clark Street  
Suite 5300  
Arlington, VA 22202-3918

Phone                         Main Office Number (703) 699-1843

Fax                              (703) 601-2318

## **TAB 1.3 2009 DOD LOANED EXECUTIVES**

### **LE HOME AGENCY**

### **LOANED EXECUTIVE**

**U.S. Air Force**

**Mr. Joseph LiPari**

**U.S. Army Team**

**Ms. Jane Estrada**

**Mr. Earl Brown**

**U. S. Navy/U.S. Marine Corps**

**CAPT Andrew D. Peters**

**DIA**

**Mr. Andy Ramotnik**

**DISA**

**Ms. Linda Krothe**

**DLA**

**Mr. John Derenzis**

**DARPA**

**Ms. Debra Amick**

**DTRA**

**Ms. Ethel Moore-Jenkins**

**MDA**

**Ms. Caroline Craig**

**NGA**

**Ms. Derre Filipowski**

**OSD**

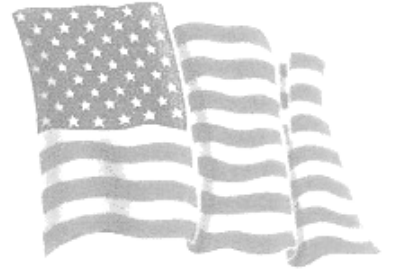
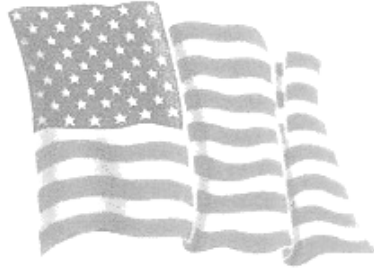
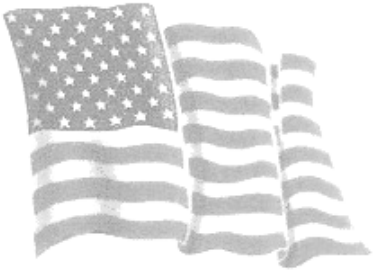
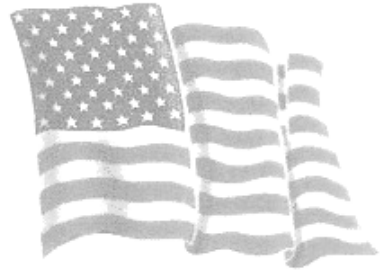
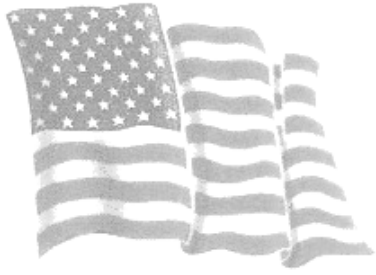
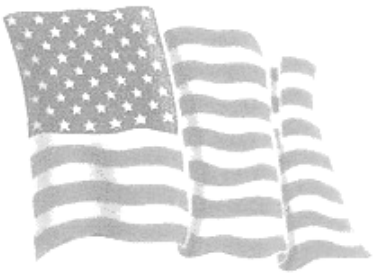
**Ms. Janice Jackson**

**WHS**

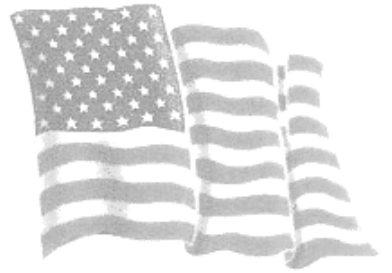
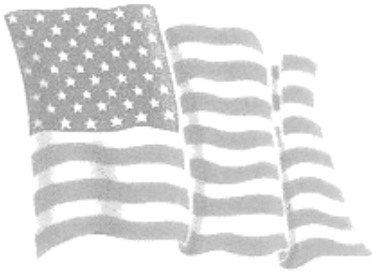
**Ms. Alice Steward**

## TAB 1.4 CAMPAIGN CALENDAR OF EVENTS

Date	Event	Place	Start Time	End Time
Monday, August 10, 2009	DoD LE/CM Initial Planning Session	5 <sup>th</sup> floor Director's Conference Room, Polk Bldg	10:30	12:00
Monday, August 24, 2009	Operations Meeting MANAGE™ Training	Pentagon Learning Center	TBD	TBD
8/28/2009 through 9/2/2009	Initial Supply Orders - Input to MANAGE™			
Thursday, September 03, 2009	Leadership Conference	Grand Hyatt Washington	8:00	15:00
Wednesday, September 16, 2009	DoD Kickoff	DepSecDef Conf Room, Pentagon	8:30	9:00
September	Chair Briefings Keyworker Training			
Tuesday, September 29, 2009	Pentagon Charity Fair	Pentagon Apex	10:00	13:00
Wednesday, September 30, 2009	Pentagon Charity Fair	Pentagon Apex	10:00	13:00
Thursday, October 01, 2009	Pentagon Charity Fair	Pentagon Apex	10:00	13:00
Late October/Early November	Mid-Campaign Rallies			
Thursday, November 19, 2009	Report Luncheon	Grand Hyatt	12:00	14:00
Wednesday, December 02, 2009	Deadline for Marketing Contest Entries	Polk Bldg		
Tuesday, December 08, 2009	Marketing Contest Set-up	Polk Bldg	14:00	
Wednesday, December 09, 2009	DoD Marketing Contest	Polk Bldg		
Week of 11 January 2010	DoD CFC Awards Ceremony	TBD	TBD	TBD
23-Feb-10	Campaign Finale	Grand Hyatt Washington	1:00	15:00
TBD	CFCNCA Awards Ceremony	TBD	TBD	TBD



# BASIC FACTS





## **TAB 2. BASIC FACTS**

### **What is the CFC?**

The Combined Federal Campaign (CFC) is the annual fundraising drive conducted by Federal employees in their workplace each Fall. CFC is organized into more than 240 independent geographic campaigns.

### **CFC Mission**

To promote and support philanthropy through a program that is employee focused, cost-efficient, and effective in providing all Federal employees the opportunity to improve the quality of life for all.

### **Background**

Federal workers have participated in a national workplace giving effort for nearly 50 years. President Kennedy initiated a formal national giving program for Federal workers in 1961. Since then, the CFC has evolved into the nation's leading workplace giving program. No other annual employee-giving program raises as much money for charity.

### **Office of CFC Operations at OPM**

The Office of CFC Operations at the Office of Personnel Management (OPM) is responsible for oversight of the national program. The Office of CFC Operations is located at 1900 "E" Street, NW, Room 5450, Washington, DC 20415. (202) 606-2564, Fax (202) 606-5056.

### **Local Campaign Facts**

The Department of Defense is the largest among the campaigns located in the National Capital Area, raising over \$16.2 million in 2008. The DoD employs more than **100,000 military and, civilian employees**. Of those employees, more than **41,000** employees gave to their favorite charities through CFCNCA last year. The **41 percent participation rate** exceeds the national average of 32 percent. Over the last five years, DoD employees in the National Capital Area have contributed over \$76 million through the CFC for the benefit of thousands of not-for-profit charities.

### **Honorary Chairperson**

The President will appoint a Secretary Level individual to serve as the Honorary Chair of the 2009 CFCNCA. When appointed, this individual will be the public leader of the campaign, rallying Federal employees to support the CFC. The duties of the Chair include:

Providing visible leadership to the CFCNCA.

Encouraging the President, Cabinet, and all senior civilian and military leadership to have a high profile while the campaign is conducted in their department or agency.

Conducting a model campaign within his or her department.

Signing recognition awards/certificates for use throughout the campaign.

Providing official photos.

Coordinating any media requests for appropriate action.

## **Loaned Executives**

The Loaned Executives (LEs) are Federal employee volunteers who are assigned to the VCMO staff for a period of approximately six months. The LEs are given an intensive two-week training session after which time they are assigned to agencies where they will train and motivate Federal employee campaign volunteers as well as monitor agency campaigns and provide assistance as needed.

## **Local Federal Coordinating Committee**

The regulatory oversight of the CFC is placed in the Local Federal Coordinating Committee (LFCC) according to 5 CFR Part 950. They are charged with supervising the appointed campaign administrator, called the Principal Combined Fund Organization (PCFO), and assuring campaign accountability.

## **PCFO – Global Impact**

The PCFO administers the local campaign and acts as fiscal agent under the direction and control of the LFCC and the Director. OPM sets strict requirements for this role. Annual audits are required of the PCFO by an independent CPA. Since 2003, the LFCC has selected Global Impact, a federation of U.S.-based international charities, as the PCFO for CFCNCA.

## **CFCNCA Headquarters**

CFCNCA headquarters is located at 750 17th Street, NW, Suite 200, Washington, DC 20006.

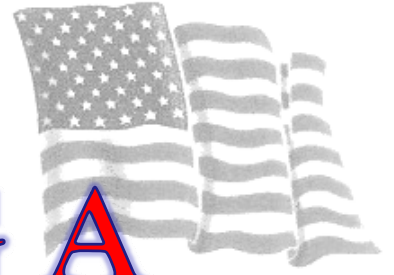
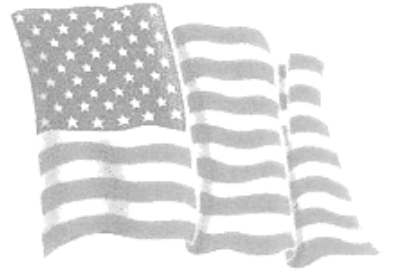
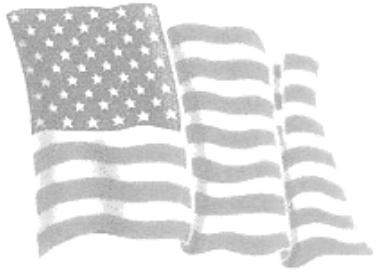
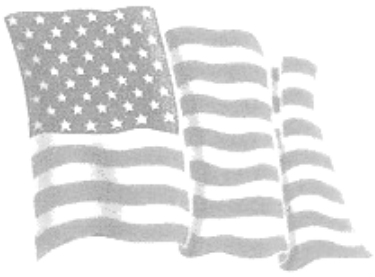
## **Voluntary Campaign Management Office**

The Voluntary Campaign Management Office (VCMO) is responsible for promulgating DoD fundraising policy, providing emergency disaster relief policy and conducting the CFC in the National Capital Area and Overseas. The VCMO is located at 2521 S. Clark Street, Arlington, VA 22202. It is staffed by four employees and supplemented with 13 Loaned Executives. Mr. Louis Torchia is the Director and may be reached at [louis.torchia@whs.mil](mailto:louis.torchia@whs.mil) or 703-699-1841.

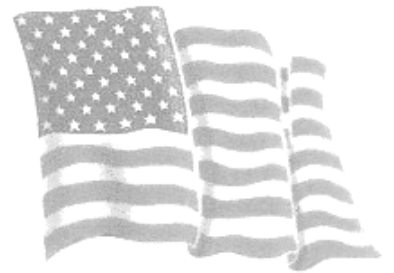
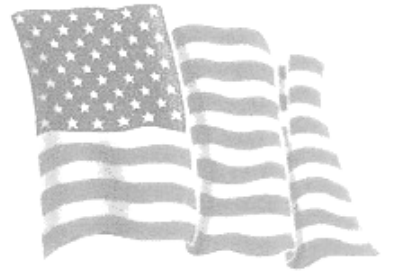
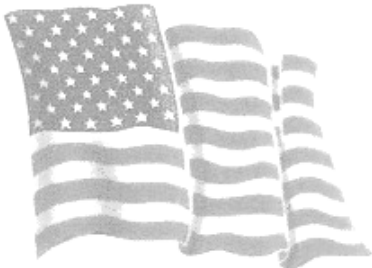
## **Key Dates**

<b>Event</b>	<b>Date</b>
Operations Meeting	August 24, 2009
CFCNCA Leadership Conference	September 3, 2009
DoD CFC Kickoff	September 16, 2009
DoD CFC Awards Ceremony	TBD

**See the Calendar of Events (TAB 1.4) for a full listing of 2009 Campaign Dates.**



# RUNNING A SUCCESSFUL CAMPAIGN



## **TAB 3. RUNNING A SUCCESSFUL CAMPAIGN**

### **1. Assess your situation:**

Review your agency's organizational structure, the number and physical location of all office sites and the distribution of employees by office. Your personnel, budget or finance office can provide you with this data. This is important to help you track the progress of your campaign and determine your goals, supplies and the number of Keyworkers required to conduct your fund raising campaign.

Meet with the head of your agency and your campaign's Vice Chair to know the level of involvement your agency head will commit to the campaign. Keep the leadership involved in all aspects of the campaign. Have them participate in campaign activities; request management to publicly make his or her Campaign contribution, and ask them to send a letter of endorsement to all employees. The Vice Chair may want to forward a memorandum to the senior staff announcing your role as Campaign Manager and calling for Keyworkers and other volunteers.

Meet with last year's Campaign Manager (CM) and committee and establish your new agency subcomponent goals. They can provide helpful historical information and insight into the campaign, its strengths and any weaknesses. The VCMO can also provide statistical information about your campaign (generally going back as far as 1992) and assistance in goal development if needed.

### **2. Connect with CFC:**

Meet with your Loaned Executive (LE) to plan your campaign, review last year's results and develop ideas for a fun and effective campaign. Your LE can also help you become familiar with all aspects of the CFC by explaining what resources and information are available and how to use them. The LE can also help you learn how to take advantage of new technology and other campaign management tools.

### **3. Make a plan:**

Determine campaign dates and schedule important events, including Keyworker training, a kickoff, group meetings, agency visits, mid-campaign activities, volunteer appreciation events and an awards ceremony.

Work with your LE on ordering your supplies early (see Section 5.1, CFC Supplies). Determine where your supplies will be stored and how they will be distributed (see Section 5, Logistics).

### **4. Recruit help:**

Select a campaign committee (Finance, Marketing, Logistics, Keyworkers, Team Captains, and Coordinators, etc.), set a realistic timetable and hold regular committee meetings. Members must recruit volunteers, provide leadership and be committed to the CFC. Try to include former CMs, former LEs and next year's Campaign Manager. This will help build continuity and greater success for the CFC within your agency.

Remember to obtain the necessary approval from the supervisor of each member who will serve on the committee.

You will need a large team of volunteers to coordinate the solicitation process. Recruit, train and manage Keyworkers, Team Captains and Coordinators. The roles and functions of each of these volunteers are detailed in this *Guide*. Your LE will train your Keyworkers prior to your campaign kickoff. **In addition** to one-on-one employee solicitation, you may consider group solicitations. Group meetings are an effective method to address large numbers of people at once. They are also helpful for Keyworkers who are more timid in approaching others individually to give.

**5. Raise money and have fun:**

Plan a strategy for soliciting, educating and motivating every employee in your agency. Employees will need to understand the advantages of giving through the CFC. Educate and motivate employees by holding charity fairs; using marketing materials, memoranda, displays, and the CFC film (if available); developing a web page; coordinating employee visits to local organizations; and arranging other promotional events. Continually publicize your campaign by marketing it in a meaningful way.

Each week report your results through MANAGE™. Track your campaign progress in order to properly manage the campaign and to recognize and address any possible problem areas. Also, regularly report your campaign progress to your senior management.

**6. Close it out, celebrate and say “Thank You”:**

Review and finalize the data and information on the results of your campaign. File a final report and gather all campaign information to pass on to next year’s Campaign Manager. Make sure to order all CFC awards and certificates for your awards ceremony.

Many people will play important roles in the success of your agency’s CFC. Please be sure to show your appreciation to volunteers and donors by thanking them for all they do.

## **TAB 3.1 CAMPAIGN MANAGER'S TIMELINE**

This is a suggested timeline. It may not work for your agency so feel free to tailor it to meet your agency requirements. Consult your "Battle Book" and/or prior Agency Campaign Managers for additional assistance. You can also check with the VCMO, however, please be aware that the VCMO will not have specifics for each campaign.

### **July:**

Contact prior year's CM for info and insight into agency campaign

Review "Battle Book"

Assemble Campaign Team and Review Duties (Finance, Logistics, Marketing and Graphics)

Make plans to use any "Use or Lose" or leave

Begin Current "Battle Book"

### **August:**

Establish Campaign Dates

Meet Loaned Executive - Review Expectations

Request component Campaign Managers, Keyworkers, Coordinators and Team Captains

- 1 keyworker for every 15 employees
- Schedule Classrooms for keyworker training
- Schedule training for campaign team. No more than 20 at a session.
- Request Date for Agency Kickoff, Mid-Campaign Rally and Awards Ceremony

Schedule Kickoff – Hold after DoD Kickoff Ceremony (The DoD ceremony is usually held the last week in September)

Schedule Mid Campaign Rally – Before Thanksgiving

Schedule Awards Ceremony - Hold after DoD Awards Ceremony (The DoD ceremony is usually held last week in January)

Reserve Time on Chair/Vice Chair Calendars for DoD and Agency Events

Attend DoD Operations Meeting & "Manage<sup>TM</sup>" Training

Schedule and hold Agency Operations meeting with component CMs

Order Campaign Materials (after DoD Manage<sup>TM</sup> Training)

Identify Payroll Office

Begin Planning Kickoff

Develop component Goals (after DoD Manage<sup>TM</sup> Training)

Develop Logistics Plan

- Identify Special Delivery Requirements - Security, Limitations, etc.
- Identify storage location for supplies

Develop Finance Plan

- Who's going to enter data into Manage<sup>TM</sup>
- Drop off at credit union, etc.
- Identify location and determine who will update Goal Boards

Develop marketing products to be used throughout campaign. (These may be submitted to the DoD Marketing and Communications contest)

Check with Legal/Ethics office regarding use of Appropriated Funds for CFC

Locate individual(s) to tell personal CFC story

Have chair sign and issue letters to All Staff, Volunteers and Supervisors  
Set Up Intranet for Campaign  
Update "Battle Book"

**September:**

Attend NCA Leadership Conference  
Hold Keyworker Training  
Distribute Supplies & Promotional Items  
Develop with your management team other creative events/activities you will conduct throughout campaign to maintain momentum toward your dollar goal  
Assure Chair and Vice Chair receive invitation and submit RSVP for DoD Kickoff  
Hold Agency Kickoff  
Distribute Component Goals – Agency Kickoff is good forum  
Request eagle and double pins from LE based on previous year's attainment  
Ensure all pledges are collected and entered into Manage™ weekly  
Update "Battle Book"

**October:**

Plan Mid-Campaign Rally  
Hold Campaign Event(s)  
Update goal boards  
Ensure all pledges are collected and entered into Manage™ weekly  
Update "Battle Book"

**November:**

Begin planning Awards ceremony  
Ensure all pledges are collected and entered into Manage™ weekly  
Update goal boards  
Hold Mid-Campaign Rally  
Update "Battle Book"

**December:**

Enter Communications and Marketing Contest  
Pick up entries from communications and Marketing Contest (if required)  
Ensure all pledges are collected and entered into Manage™ weekly  
Order Organizational Awards  
Update "Battle Book"  
Update goal boards

**January:**

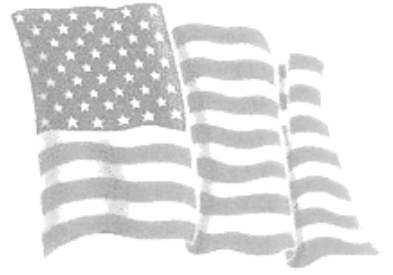
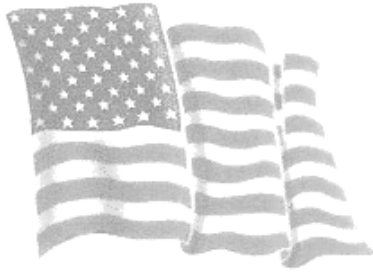
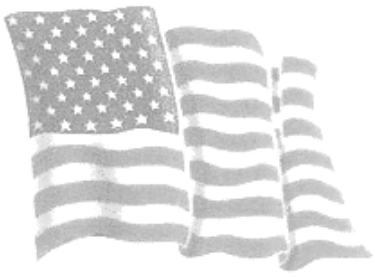
Assure Chair and Vice Chair receive invitation and submit RSVP for DoD Awards Ceremony  
Hold Agency Awards Ceremony  
Ensure all pledges are collected and entered into Manage™ weekly  
Update goal boards to show final total and say visible "Thanks"  
Thank Everyone - Celebrate Your Success  
Complete "Battle Book" for next year

## 3.2 HELPFUL HINTS

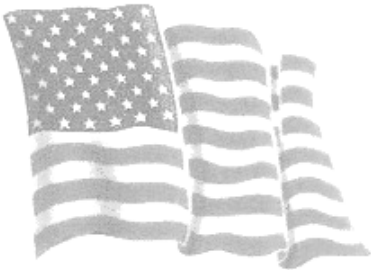
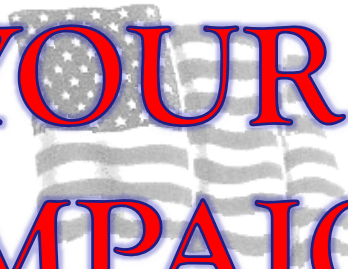
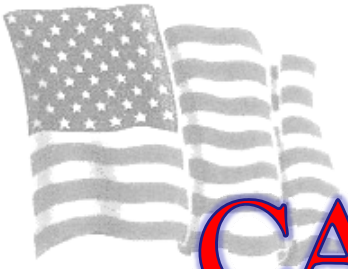
- Organize a working committee at an early date to plan the Kickoff and assist with other tasks; provide everyone with a copy of roles and responsibilities
- Improve communications by creating a mailing list for the working committee; use it for notification of meetings, keeping everyone informed, etc.
- Involve management in both the Kickoff and the Campaign (their role is vital)
- Have chair send out the three supplemental letters at the beginning of the campaign (See Tab 12)
- Prior to ordering supplies, and after DoD Operations meeting, schedule and hold a logistics meeting with your component managers, acquire CFC supplies & develop a skilled campaign team
- Reserve location for Kickoff early. If you have a choice of locations, select the location that is closest to the majority of employees. Choose the day of the week carefully; if employees work alternate work schedules, Mondays and Fridays are not good days; time of day is also important if individuals work flextime
- Make copies of the national campaign film, if available, and have it available for Keyworkers to show at small group meetings; make arrangements for the film to be shown in the cafeteria, credit union, etc.
- Choose charity speakers based on appeal to your audience. Ask LE for assistance
- Make your own campaign film, and show it at the Kickoff and throughout the campaign (staff meetings, cafeteria, credit union, etc.)
- Widely communicate campaign goals:
  - Large display in a highly visible area with the goal \$ and a way to track weekly progress
  - Organizational CFC webpage with your campaign information and other CFC links/resources
  - Display in a highly visible area the CFC banner, or make your own banner
  - Newsletters, emails, announcements at organizational gatherings, etc.
- Share individual CFC stories electronically each week to your organization
- Arrange a tour of charitable organizations for working committee and Keyworkers
- Write an article for your agency's newsletter
- Use electronic message boards, bulletin boards, etc., to promote the campaign
- Establish a web page; provide your agency campaign statistics, list names and telephone numbers of working committee, state goal of National Capital Area, provide instructions for completing pledge card, emphasize change to five digit codes, provide history of CFC, etc. Link to CFCNA web page.



- Talk with other campaign managers
- Attend other agency Kickoffs, if you have the opportunity
- Send a letter to all employees acknowledging endorsement of your agency Director
- Send a flyer or e-mail to everyone announcing the Kickoff and other CFC activities; make flyers and post in highly visible areas
- Arrange for a speech language interpreter if one is needed for the Kickoff or any CFC gathering
- Take photographs at the Kickoff (be sure to include employees from your agency in the pictures); make a collage and display in a highly visible area such as the cafeteria, credit union, or lobby
- Hand out a program at the Kickoff; in the program, include a few lines of general information pertaining to CFC – example: history of CFC, how much was collected last year and the number of contributors. If you have a keynote speaker, include a short biography; if you have a representative from a charitable organization, describe in a couple of sentences their mission; on the back of the program, include a thank you to those individuals who assisted
- Send a thank you to the individuals who participated in your Kickoff and those who helped you have a successful campaign; use cards provided by CFC, create your own using CFC clip art or send letters
- Select a highly visible place, midway in the campaign, such as the cafeteria or lobby, and set up a display to include pictures from the Kickoff, information from charitable agencies, brochures, pledge cards, Campaign cards, and CFC posters. Have a couple of individuals available to answer employees' questions, and assist with completing pledge cards
- After the campaign, have a get-together for campaign workers (committee members, team captains, coordinators, and Keyworkers); have your agency director say a few words about the campaign, give out certificates of appreciation (your LE can get these from the VCMO), and serve refreshments
- Hold CFC Recognition Events
- Last but not least, remember to say “THANK YOU” to those who helped you have a successful campaign



# ORGANIZING YOUR CAMPAIGN



## **TAB 4. ORGANIZING YOUR CAMPAIGN**

Experience shows that the most successful campaigns are well organized. The more time an agency has to organize itself and prepare its strategy, the greater the chance for a successful, rewarding and fun-filled campaign. This allows more employees to “buy in”; creates enthusiasm, publicity, fun, and spreads out the work. It also allows volunteers to become a part of something bigger than them by demonstrating their willingness to share their gifts of time, talents and income with those in need.

To carry out the various functions and responsibilities for the campaign, the Campaign Manager will need to recruit a CFC Steering Committee of volunteers. Smaller agencies may not require as many volunteers as mid-size or larger agencies. In some agencies one person can wear several different CFC hats, while larger agencies may require several people with the same CFC hat to get the job done.

The Campaign Chair is the head of the agency or department whose role is to support the campaign by participating in special events, approving a campaign goal and approving the resources necessary to run an effective campaign. The Campaign Chair appoints a senior staff member as Campaign Vice Chair to help make decisions, secure the support of the entire senior management team and participate in campaign events.

The Campaign Vice Chair usually selects the Campaign Manager, who is responsible for coordinating the entire campaign, providing leadership to the campaign committee and informing senior management of the progress of the campaign. The Campaign Manager is the everyday, hands-on person responsible for the campaign. The Campaign Manager is the main link between the agency or department, the LE, and the VCMO staff.

The following pages describe additional functions and responsibilities of running a successful campaign. We hope it will help you more readily identify the kind of talent you need to recruit for your campaign.

## **TAB 4.1 RECRUITING AND MANAGING KEYWORKERS, TEAM CAPTAINS, AND COORDINATORS**

The most important element of the CFC is the role of the **KEYWORKERS**. Keyworkers are exactly that – **KEY** – to the success or failure of the entire campaign. They “make the CFC merry-go-round go round.” They are the “key” that opens the door between those who have the money and those who need the money. You cannot over estimate the value and importance of Keyworkers. If you plan to devote extra time and energy to any one aspect of the campaign, recruiting quality Keyworkers, training them, and managing them is probably the one single aspect of the campaign that has the greatest payoff. A key factor in this year’s campaign will be assuring a ratio of 1 Keyworker for every 15 employees.

### **Keyworkers Duties:**

Before discussing the kind of Keyworkers to recruit, first consider Keyworkers’ duties in general, and how to manage the Keyworkers. (The specific instructions for completing and collecting Pledge Cards will be covered in Keyworkers training.) The Keyworker invites and influences all fellow employees to contribute to the CFC, distributes the Pledge Card and the Catalog of Caring and/or Post card, and collects the contributions. The specifics of “how to” do these well will be explained. Keyworkers should:

- **Personally** invite each employee to make a decision about CFC. (Federal regulations prohibit setting a goal of 100 per cent **participation**, but not 100 per cent **informed opportunity to give**)
- Solicit each employee on a one-on-one basis.
- Know how to use the campaign materials in approaching employees.
- Avoid placing the Pledge Card in employees’ in-boxes, or on their desk or chair.
- Avoid initially soliciting employees by e-mail. (Use e-mail to send inspirational or motivational thoughts for giving.)
- Personalize the Pledge Card by filling in each employee’s name and the CFC Reporting Number. Many people appreciate this.
- Always say “thank you” to everyone approached whether they give or not. No arguments, no discussions, just ‘thank you’ for considering the CFC.

### **Who NOT TO recruit:**

- Do not ask **supervisors** to be keyworkers– regulations forbid them from soliciting for obvious reasons.

### **Who TO recruit:**

Recruit employees of your agency that are personable and respected. Approach them in an upbeat, positive way, speaking of the good CFC does, showing your support, and allowing employees time to solicit contributors. Many employees will agree that the CFC is an activity worthy not only of their financial support, but of their time and effort as well; therefore, they will be willing and ready to serve as Keyworkers.

Here are some ways to recruit **quality** Keyworkers:

- Solicit top level leadership to support CFC – no pressure, but at least some indication to the staff that the CFC is on, that he or she supports it, and would like everyone to consider making a pledge. Set CFC in a positive light so that the employees take it seriously.
- Ask for volunteers. Those who want to do it will have better results. First ask those who did a good job as Keyworkers last year. You may find someone in your office that has been assisted by a CFC organization, or is involved as a volunteer in his or her community, school, or church. Generally, these people make very good Keyworkers.
- If you have to assign Keyworkers, make them feel good about the assignment. Tell them something like; “I am putting together a group of professionals to serve as Keyworkers for their respective offices. I am looking for people who are supportive of the CFC, outgoing and well liked, and I thought you would do a good job for this office. The job involves a minimum amount of time – only one or two hours a week for six weeks. If you think you might be able to help out, I could tell you exactly what’s involved, and would like to have you work with us.”
- It’s very important that Keyworkers understand that they will have all the time they need to do their job as Keyworkers.
- Often, you will have better success if you choose Keyworkers who are in the mid-level grades, are respected by their peers, and have a history of giving, preferably by payroll deduction. This may not always be the case.

### **Managing Keyworkers:**

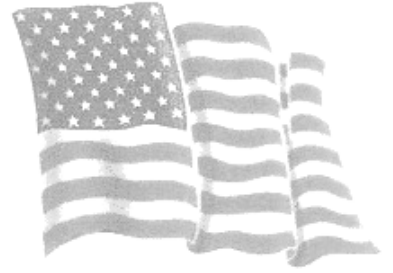
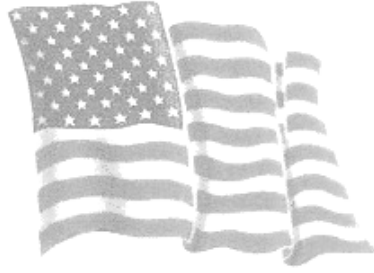
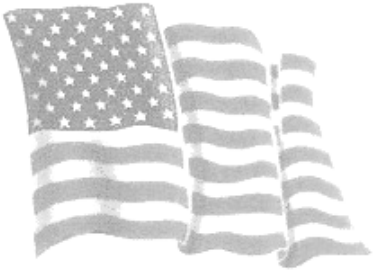
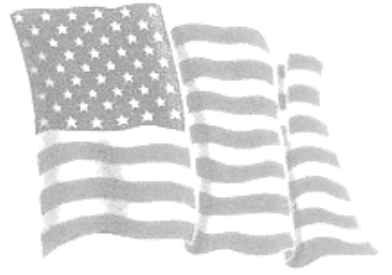
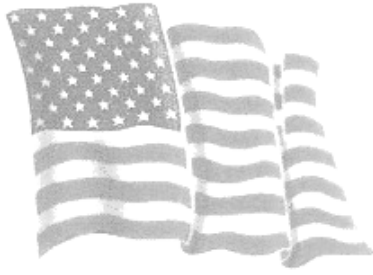
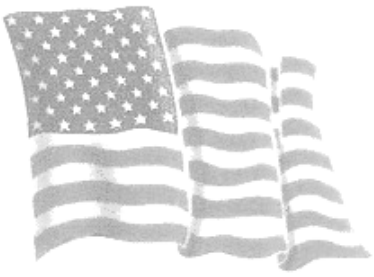
To reap the maximum results from all your efforts for CFC, the campaign manager has to really “manage” all aspects, especially the Keyworkers. While the campaign manager has the overall responsibility for the campaign, he or she could delegate the managing of Keyworkers to a Committee member. The following describes several important steps in effectively managing Keyworkers.

- First the campaign manager must determine the total number of employees in the agency and how many employees there are per office, division, or unit, and the physical locations of those offices. This information is needed to determine the number of Keyworkers and the amount of CFC supplies you will need to order from CFC.
- Prepare a memorandum (preferably from the agency head) to all Managers announcing the CFC and requesting they send you the names of their Keyworkers. To assist you there is a sample memorandum in Tab 12. It would be good to specify the number of Keyworkers you expect each office to have and take the opportunity to request quality Keyworkers.
- To effectively solicit employees to contribute to the CFC, the Campaign Manager must ensure there is a sufficient number of Keyworkers – preferably, one Keyworker for every 15 employees. If a Keyworker has more than that, he or she will probably not do as thorough a job as we envision. The more you distribute the work, the less everyone has to do to reach the goal, and the more people involved in the campaign, the greater is the feeling of ownership and buy-in for the effort. If you have more than one Keyworker in

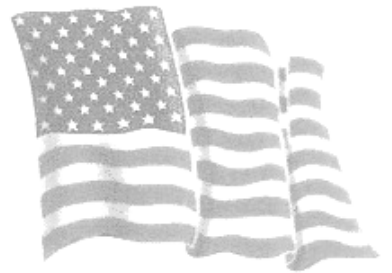
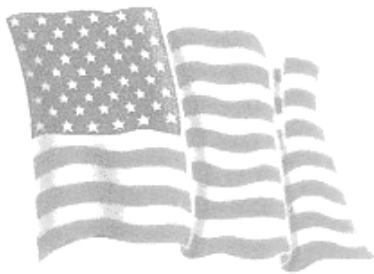
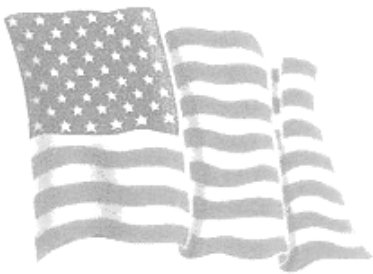
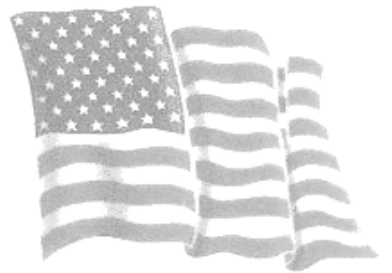
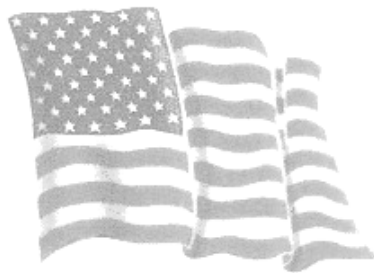
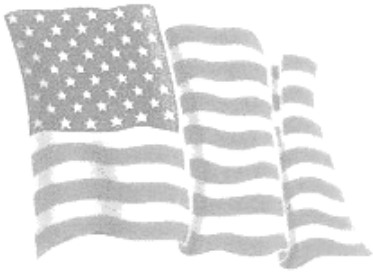
an office, you should have a Team Captain, or Coordinator (who could also be one of the Keyworkers) who collects the contributions from the Keyworkers and submits them to your Finance person.

- Make sure all Keyworkers attend Keyworker training. This year's campaign has several new processes. Without this training keyworkers will be unable to perform duties associated with the campaign. It's also important to renew their initiative and motivate them for the new campaign. Keyworkers, Team Captains or Coordinators need to attend training so that they clearly understand what we are asking them to do. In a limited study of Keyworkers, those who attended training reported a higher feeling of success, and collected more contributions. Team Captains and Coordinators can create Keyworker competition by giving an award to the first Keyworker to reach 25 per cent, 50 per cent, or 75 per cent etc. of their employees.
- Ideally, arrange Keyworker training by assigning specific offices to specific training times. This avoids having sessions in which no one shows, and it avoids having more employees attend a session than you can accommodate. Whatever method you use for training, ensure that you have a sign-in sheet for attendees. This allows you to know who received training and who did not. (This becomes relevant for follow-up later as explained below.)
- Assure each Keyworker knows which employees by name he or she is assigned to solicit, and that Keyworkers know to whom they should submit their pledges.
- If you use Team Captains, or Coordinators, they should know which Keyworkers are assigned to them. Team Captains and Coordinators should make sure they have sufficient supplies for Keyworkers and know where to get the supplies.
- The Campaign Manager should know the overall goal and the individual office goals so that he or she can help the agency and each office reach their goals. It also helps to know how to keep motivating your Team Captains, Coordinators, and Keyworkers.

As the campaign unfolds, the above information you have gathered will allow you to more readily pinpoint areas of concern and, perhaps, identify solutions. The lack of contributions from a given office could be a sign that there are not enough Keyworkers or that the Keyworkers have not done their job properly. This may be because of annual or sick leave, lack of cooperation in distributing the Pledge Cards and Catalog of Caring, or properly soliciting from their fellow employees. If any of these are the case, you can contact their Manager, Team Captain, or Coordinator as to what the problem may be. **Ask for replacement Keyworkers if they seem not to be working out properly.**



# LOGISTICS



## **TAB 5. LOGISTICS**

**Need:** Depending on the size of your agency the campaign manager may want to appoint a Logistics person.

**Purpose:** Careful attention to logistics ensures the support services necessary to a smoothly run campaigns are developed and implemented. Logistics must coordinate with the entire CFC committee to cover the ordering of supplies and equipment for special events, acquisition of storage space and distribution (see Section 5.1, CFC Supplies).

Logistics Key Functions and Responsibilities:

1. Determine logistic needs from members of your campaign committee.
2. Determine storage room location and a schedule for distribution of CFC supplies to Team Coordinators, Team Captains and/or Keyworkers.
3. Develop and implement an efficient delivery system with addresses and points of contact for campaign materials, especially for those components at various building locations.
4. Maintain inventory information.
5. Arrange for space, set-up and scheduling of audio-visual equipment for CFC group meetings or special events.
6. Provide other administrative support to the campaign as needed.

### **RDF Deliveries for the Pentagon**

1. The phone number for the Pentagon Dockmaster is 703-692-8000. Each account requiring supplies be delivered to the Pentagon Remote Delivery Facility (RDF) shall establish an ITS account through the Dockmaster. After the account is established you will use the electronic system to schedule deliveries. Each request must include the name(s) of the driver(s), the assistant driver and the vehicle license plate. Once approved, no changes are permitted. Changes will cause the delivery to be rejected. A minimum of 3 days is required from the date your request is **approved** in the ITS system to the date and time of the requested delivery. The 3 day time period is firm and is not subject to negotiation. You will also need to request supplies be moved from dock to a specified room number within the Pentagon (parts of the Pentagon are restricted from using jacks for delivery) as supplies are not permitted to remain on the dock for any period of time.
2. When supplies arrive check the order to assure you have received what you ordered. If your order is incorrect please contact the DoD CFC logistics manager by the end of the day.



## **TAB 5.1. CFC SUPPLIES**

The responsibility for ordering and distributing supplies also fall under the Campaign Manager or someone that he or she designates (see Section 5, Logistics). Each Campaign Manager is responsible for ordering their own supplies by using the MANAGE™ system that is available on the CFCNCA website: [www.cfcnca.org](http://www.cfcnca.org). The delivery of CFC supplies is contracted through a CFC vendor (Office Movers, Inc.).

**Because of the heightened security related to deliveries, the Campaign Manager needs to notify the supply distributor of any special instructions through MANAGE™.** Agencies that do not accept normal deliveries, or agencies that want to arrange for their own pick-up orders, can call Terry Tharp, Logistics Manager, at (703) 699-1876 to discuss delivery alternatives.

**Develop and implement an efficient delivery system** with addresses and points of contact for campaign materials, especially for various building locations. When deciding on delivery locations, keep in mind that the CFCNCA vendor **will not** make deliveries throughout the building—only one drop-off location is permitted. This might require a plan to move supplies from a loading dock to the storage room or multiple storage locations.

Supplies must be ordered ten (10) business days in advance of any training or kickoff events. VCMO maintains only very limited supplies to address small emergency situations and cannot provide large quantities of supplies. The following describes the supplies that are available:

### **1. Standard supplies that CFC provides to each agency:**

#### **Order through Manage™**

- Pledge Cards
- *2009 Catalog of Caring* (number of catalogs provided is based on the number of donors last year plus 10 percent of that number )
- Pledge Card Carriers (Form 100)
- CFC Report Envelope (Form 300)
- Thank you cards
- Keyworkers' kits that contain a *2009 Step Guide*, Pledge Form, Pledge Card
- Posters
- 5" x 7" Postcards

#### **Will receive at the DoD Operational Meeting**

- *Campaign Managers' Guide*

#### **Will receive from the CFC Office via Loaned Executives**

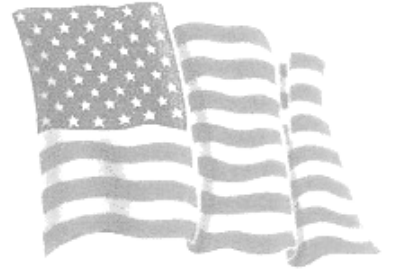
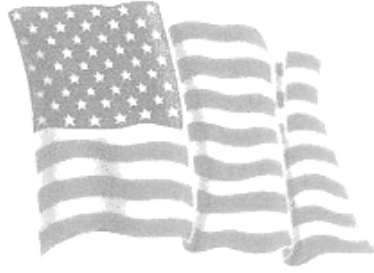
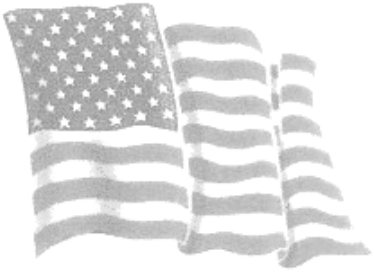
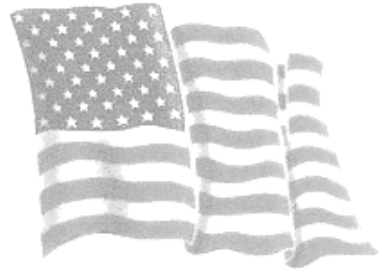
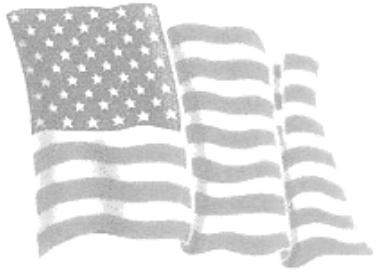
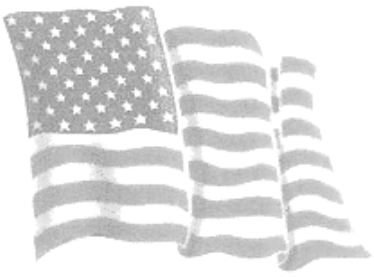
- Balloons with strings and snaps
- Blue and white plastic banners (5.5 ft. by 2 ft.)
- Eagle and Double Eagle pins
- Helium Tanks (if available)
- Certificates

## **2. CFC incentives for Keyworkers:**

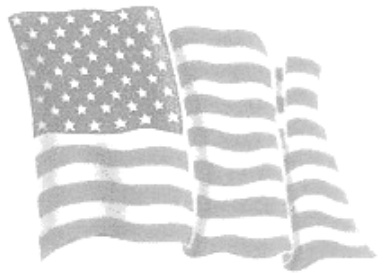
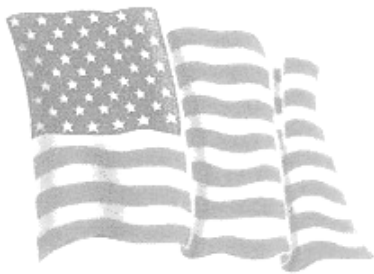
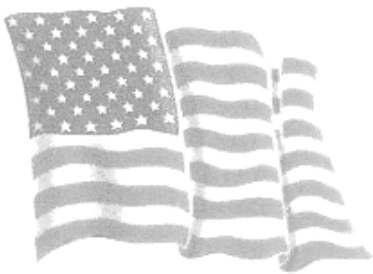
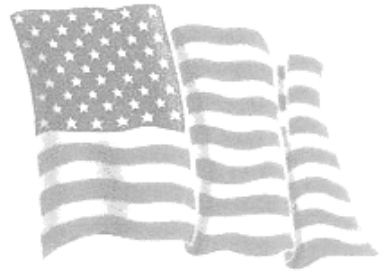
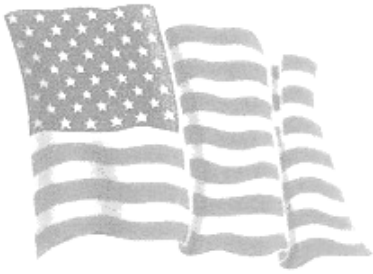
A limited number of CFC incentives are distributed through the LEs in proportion to the number of Keyworkers in each agency.

## **3. Online Forms**

- CFCNCA Deport Form (Form 200)
- Special Events Proceeds Form (Form 150)



# COMMUNICATIONS



## **TAB 6. COMMUNICATIONS**

**Purpose:** The function of communications activities is to be the “voice” of your campaign. Develop a communications strategy that uses all of your agency’s available media resources to continually focus employees’ attention on all aspects of the CFC. Your communications activities needs to educate employees about the importance of the campaign, its time frame, related campaign events, how and why to give, and where to go for information.

### **Communications Key Functions and Responsibilities**

#### **1. Develop a marketing strategy for your agency:**

Use the official CFC theme (“The compassion of individuals. The power of community.”) and apply it to your own campaign’s promotional materials. Involve your graphics department in developing these materials.

Determine the type and quantity of posters, flyers and displays your agency will want to produce in addition to the CFC materials available (see Section 5.1, CFC Supplies). Also consider the strategic locations for placing these materials and determine if any approval is required before they can be posted.

Use special events as a means to raise awareness of the CFC and make the campaign fun (e.g., charity fairs, ice cream socials, community service days, silent auctions and kickoff celebrations). Appoint a special events coordinator for each event.

#### **2. Develop a website:**

Use the intranet to publicize the campaign. Develop a local website and post your campaign activities. Visit the OPM CFC website at [www.opm.gov/cfc](http://www.opm.gov/cfc) and the CFCNCA website at [www.cfcnca.org](http://www.cfcnca.org) for ideas and information.

#### **3. Coordinate visits to charitable organizations or plan a charity fair**

The best way to convince someone to give is to show that his or her gift is needed and how it makes a difference to the recipient or organization. Your LE can work through the CFCNCA Charity Outreach Program to help you schedule visits to various charitable organizations for your employees. Supervisors will need to approve employees’ participation. Make sure that transportation is available and that you have literature about the CFC on hand.

If a visit to a charity is not convenient, work with your LE to plan an onsite charity fair. Select a date and location that is convenient to most of your employees and large enough to accommodate a minimum of 10 charity displays. Build the notification of the charity fair into your communications strategy. Go to [www.cfcnca.org](http://www.cfcnca.org) to see pictures of other agency charity fairs.

#### **4. Plan and implement appreciation and recognition events:**

Thank all contributors and volunteers. Send thank you letters from the Campaign Chair and give CFC certificates of appreciation to Keyworkers and other volunteers (see Section 9, Awards). Hold a recognition reception for volunteers and all Eagle and Double Eagle Award winners. Prior to any public recognition of donors or volunteers, please ensure that they agree to the recognition.

**5. Enter the CFC Communications Contest:**

Each year the CFC holds a communications contest in a variety of categories. Discuss the contest with your LE. (See Section 6.2, titled, Communications Contest).

**6. Make it fun:**

Running the campaign is a great opportunity to build employee morale and teamwork skills. Having fun gets more people involved, means less work for everyone, increases contributions and helps you reach your goal more easily.

Experience shows that campaigns should not hold raffles and bake sales too early in the campaign because some employees may participate only in the raffle or bake sale, and it could hinder a more substantial contribution. It is better to have such activities in the last third of the campaign.

## **TAB 6.1 SUGGESTED COMMUNICATION EVENTS FOR YOUR CAMPAIGN**

The following is a list of CFC activities that agencies can use as Communication Events to stimulate employees to contribute and keep the campaign continually before their eyes.

1. Developing a website
2. Using e-mail messages and computer start-up screens
3. Inserting a CFC message in time-and-attendance records
4. Holding charity fairs
5. Publishing pertinent parts of the CFC Regulations
6. Developing and using your agency's unique posters
7. Creating a lobby display
8. Creating goal posters
9. Creating a public competition exhibit showing the CFC progress for various agency components, e.g., races – horse, car, boats, etc, various coins or candies in graduated jars, shooting stars, etc.
10. Featuring an employee or an employee's family member who has been helped through CFC via posters or other media display
11. Holding a contest for creating an "official" CFC poem for your agency
12. Inviting employees to create CFC slogans that can be used in posters, e-mails, and other media forms to keep the CFC alive
13. Marketing the campaign through letters, memoranda, voice and e-mail
14. Publishing newsletters, newspaper articles, special publications, public announcements, etc.
15. Developing Power Point presentations that can be used on electronic media that are strategically placed throughout agency buildings

## 6.2 CFCNCA Communications Contest

Collect valuable recognition for you and your organization by entering your creative work in the CFCNCA Communications Contest. The contest will reward specific creative efforts that communicate the Spirit of CFC and demonstrate how these efforts have helped to communicate the CFC overall theme (“*The Compassion of Individuals. The Power of Community.*”) and accomplish the CFC goals. These goals are:

- Make 100 percent contact with all employees in a department or agency,
- Increase participation, and
- Increase the average gift.

In addition to being measured against the goals, entries will be judged on the criteria of:

1. Overall Impression,
2. Presentation Quality,
3. Creativity/Uniqueness,
4. Communicating CFC Message, and
5. Perceived Level of Effort.

**Easy to enter:** For details on the contest categories, entry criteria, and an entry form, visit [www.cfcnca.org](http://www.cfcnca.org) or talk to your LE or VCMO staff member.

**Special Category—CFCNCA Hero/Heroine:** Each Cabinet-level department, branch, and independent agency will have the option of nominating a CFCNCA Hero or Heroine for a special award at the Campaign Celebration. The person should be nominated based upon two key factors:

- CFCNCA volunteer activities, and
- Community-wide volunteer activities.

Campaign managers will be asked to submit a short, one-page summary of the nominee’s volunteer service.

**Aligned with National Contest:** The CFCNCA Hero award recipient and the winner of the Most Innovative Campaign Technique Award will be entered into the national CFC contest sponsored by OPM.

Check with your LE or online at [cfcnca.org](http://cfcnca.org) for the date award nominations are due to CFCNCA. Presentation of awards to the winners will be made at the final 2010 CFCNCA Community-wide Celebration.

Contest guidelines, applications for entries, and details about judging will be available online at [www.cfcnca.org](http://www.cfcnca.org) or through your Loaned Executive.

## **TAB 6.3 2008 Department of Defense CFC - Communications Contest Winners**

### **DIA – 6**

Best Special Event:	1 <sup>st</sup> Place
Best Poster/Display:	1 <sup>st</sup> Place
Best Photography and Use of Images:	1 <sup>st</sup> Place
Best Overall Communications Program:	1 <sup>st</sup> Place
Best Website or Electronic Communications:	2 <sup>nd</sup> Place
Best Campaign Writing or Publication:	2 <sup>nd</sup> Place

### **USUHS - 5**

Best Special Event:	1 <sup>st</sup> Place
Best Poster/Display:	1 <sup>st</sup> Place, 2 <sup>nd</sup> Place
Best Overall Communications Program:	1 <sup>st</sup> Place
Best Website or Electronic Communications:	2 <sup>nd</sup> Place

### **WHS – 4**

Best Website or Electronic Communications:	1 <sup>st</sup> Place
Best Campaign Writing or Publication:	1 <sup>st</sup> Place, 2 <sup>nd</sup> Place
Best Overall Communications Program:	2 <sup>nd</sup> Place

### **Army – 3**

Best Campaign Writing or Publication (Large):	1 <sup>st</sup> Place
Best Special Event (Small): (CAA)	1 <sup>st</sup> Place
Best Photography and Use of Images (Small); (DCS G-8)	1 <sup>st</sup> Place

### **DARPA – 3**

Best Special Event:	2 <sup>nd</sup> Place
Best Photography and Use of Images:	2 <sup>nd</sup> Place
Best Overall Communications Program:	2 <sup>nd</sup> Place

### **DISA - 2**

Best Special Event:	2 <sup>nd</sup> Place
Best Overall Communications Program:	2 <sup>nd</sup> Place

### **DODEA - 2**

Best Website or Electronic Communications:	1 <sup>st</sup> Place
Best Overall Communications Program:	1 <sup>st</sup> Place

### **DSS – 2**

Best Poster/Display:	1 <sup>st</sup> Place
Best Website or Electronic Communications:	2 <sup>nd</sup> Place



## **2008 Department of Defense CFC – Communications Contest Winners**

### **Navy/USMC - 2**

Best Poster/Display (Small): (ONR) 2<sup>nd</sup> Place  
Best Photography and Use of Images (Large): (NAVSEA) 2<sup>nd</sup> Place

### **NGA – 2**

Best Website or Electronic Communications: 1<sup>st</sup> Place  
Best Poster/Display: 2<sup>nd</sup> Place

### **Air Force - 1**

Best Campaign Writing or Publication (Small): (AFOSI) 1<sup>st</sup> Place

### **DLA – 1**

Best Special Event: 2<sup>nd</sup> Place

### **DoDIG - 1**

Best Photography and Use of Images: 2<sup>nd</sup> Place

### **DTRA – 1**

Best Photography and Use of Images: 1<sup>st</sup> Place



**BE STAFF**

**Stand in the Ranks of Fellow Patriots**  
Participate in

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100. [Name]	Red

PT/FA  
Combined Federal Campaign



# CFC Magic



THE GENIUS OF  
INCREDIBLE  
TRICKS  
HE'S DOING  
FOR  
YOU







Join our Smallworld family reunion



There is power in sharing. However...



Tell me again what I do with this wheel



Help us get CFC off the ground



I'm jumping at the chance to support CFC



**I NEED YOU**  
CFC - sign up today.

Say, did that pe come from Sma



support CFC and FT today... will have he would too



Tighe Auditorium









COMBINED FEDERAL CAMPAIGN





## 6.4 SPECIAL EVENTS

**Purpose:** Special events can help make the campaign fun and exciting. Most campaigns have at least three special events: (1) a kickoff, (2) an awareness activity during the campaign, and (3) a closing ceremony to thank the campaign volunteers and donors and to celebrate your successful campaign. It is helpful, when your resources permit, to have one person responsible to organize your special events. As noted previously, events such as raffles and bake sales should not be held too early in the campaign since it could hinder a more substantial contribution by employees.

### Key Functions and Responsibilities

1. Determine the number of events and the dates at the beginning of your campaign planning process. If you have multiple units in your agency planning events, organize a campaign team calendar to prevent overlapping.
2. Involve your campaign leadership and agency leadership. Get your events on their calendar as early in the planning process as possible.
3. Become familiar with the locations in which you are holding the events. Know how many people each location can accommodate. Be able to provide the VCMO Charity Outreach Coordinator a complete security process for the charity representatives.
4. Discuss the kinds of events you want to have with the campaign leadership and your Loaned Executive. Go to [www.cfcnca.org](http://www.cfcnca.org) to see pictures of events.
5. Be sure that all activities meet the Standards of Ethical Conduct for Employees of the Executive Branch.
6. Process any checks and/or cash collected as a result of these events.
  - a. Fill in line on the keyworker's summary (Form 100) earmarked for any proceeds received from special events.
  - b. Complete "*Special Events Proceeds Form*" (Form 150), available for download from Manage<sup>TM</sup> or the CFCNCA website, signed by two responsible employees.
  - c. Insert signed copy of "*Special Events Proceeds Form*" into the pledge form carrier clipped to the event funds. The other copy should be kept for your records.
  - d. Complete line item in the on-line Form 200 in Manage<sup>TM</sup> to account for donations.
  - e. Include this amount on the "Total Special Event Proceeds" line on the Deposit Bag.
7. The "*Special Events Proceeds Form*" should not be used to account for pledge form donations.
8. Contact the CFCNCA Charity Outreach Coordinator to plan your charity fairs and charity speakers. You can also ask your Loaned Executive to assist in getting a charity speaker. If you have a personal contact with a particular charity, please make CFCNCA aware that you are inviting the charity to your event so we can ensure equal opportunities for all charities.

## **TAB 6.5 SUGGESTED SPECIAL EVENTS**

Auction (or Silent Auction)

Bake Sale

Pie in the Face

Races/Walk-a-Thon

Water Dunking

Cake/Cookie (Cookies for Caring)/Donut Sale

\*Raffles: (Make theme baskets, i.e., "ladies' basket" "men's basket," "car basket," etc.)

Grilled hot dogs, chips and soda

Breakfast

Chicken, Fries and Cola (CFC)

Crossword Puzzles

Bingo

Bottles of Coins

Golf Tournament

Talent show

Chili (or other food) Cook Off

Book Sale

Car Wash

Charity Fair

**NOTE:** "All employees must be afforded participation in CFC raffles/giveaways regardless of their participation in the CFC. Group funds collected from special fund raising events are to be donated as "undesigned" unless individual employees designate a specific participating organization or federation by filling out a Pledge Card for the designated donation amount."



## 6.6 CHARITY OUTREACH

**Purpose:** There are a limited number of occasions throughout the campaign when charities have an opportunity to directly meet with campaign leaders and employees. We have developed guidelines to facilitate a fair and impartial campaign and provide unbiased opportunities for all charities as enumerated in 5 CFR Part 950 §950.105 (b) and (c). Charities that wish to participate in Charity Outreach Program activities must agree to adhere to these guidelines. For more information or questions regarding the following agreement, contact our Charity Outreach Coordinator at (202) 465-7200.

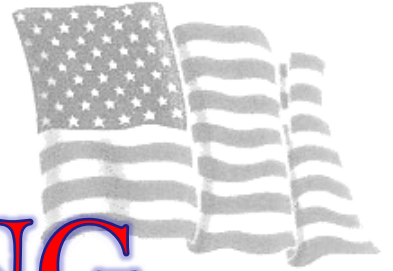
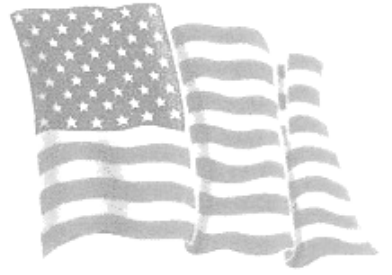
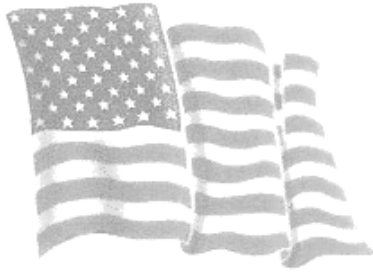
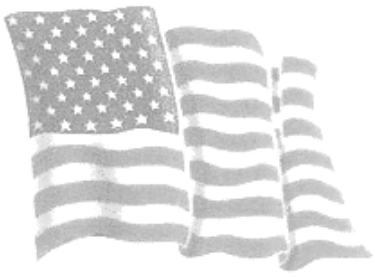
### Key Functions and Responsibilities (Charity Outreach Agreement)

#### CFCNCA Charity Outreach Program Guidelines Agreement for Participating Charities

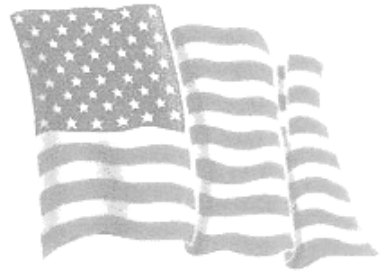
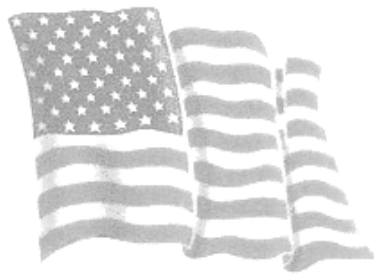
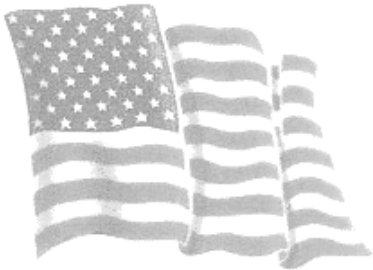
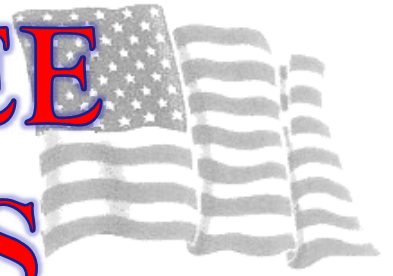
These guidelines have been set forth in order to administer the CFCNCA fairly and equitably for all charities within the campaign.

To participate in CFCNCA Charity Outreach Program activities, a leader of your organization must carefully read, sign, and return this form. If you wish to attend and/or speak at events, you or your designee must have attended a charity briefing.

1. We understand that when we are at a CFCNCA event, we represent not only our organization, but **all** charities in the campaign, as well as the CFC according to CFC regulation 5 CFR Part 950.105(b) and 950.105(c)2(i);
2. Our organization has representatives who are willing and able to enter United States Government facilities in the Washington Metropolitan Area to attend charity fairs;
3. We will make sure that any staff or member charities attending charity fairs know of the CFCNCA Charity Outreach Program requirements;
4. If someone from our organization agrees to attend a charity fair, the representative must arrive in a timely fashion and with appropriate photo identification issued by a valid government agency (driver's license, U.S. Passport, or other);
5. If unable to attend (after confirming participation), the representative will inform the CFCNCA and the Federal agency organizer as soon as possible;
6. The representative shall greet, receive, and thank all people with equal respect, dignity, enthusiasm, and excellent customer service;
7. Representatives will not attend any event to which our organization has not been invited;
8. At charity fairs, we will only give away promotional items. **The sale of items is prohibited.** Organization representatives should check with agency sponsors before engaging in raffles or gaming;
9. We will use only the display area allotted to us and with the understanding that we may have to share table space with other charities;
10. We will treat all other charities with respect and dignity;
11. We will attend all CFCNCA events in professional attire (i.e., no shorts, flip flops, etc.);
12. We will inform CFCNCA immediately of any significant problems encountered or change in organization's contact information.



**SOLICITING  
EMPLOYEE  
PLEDGES**



## **TAB 7. SOLICITING EMPLOYEE PLEDGES**

### **1. Plan your solicitation strategy:**

Your goal should be 100 per cent informed opportunity to give. Give everyone the opportunity to say “yes” or “no” to contributing. Never set a goal of 100 per cent participation. That may lead to coercive practices, which are strictly forbidden in the CFC. Please remember, “no” means “no”. Once an employee says no, please do not solicit them again. This may be perceived as coercion.

Insofar as is possible, solicitations are better when conducted peer-to-peer. Lower-graded employees may feel too intimidated to solicit higher-graded employees, or, conversely, may feel pressure if solicited by higher-graded employees.

In a group solicitation, the Keyworker is responsible for tracking the assigned employees’ attendance at a group meeting and following up with them to collect Pledge Cards. Group solicitation is especially effective if the Keyworker is somewhat timid. For those who are absent from the group meetings, the Keyworker needs to conduct one-on-one solicitation.

### **2. Asking employees to contribute:**

Your campaign’s success rests on how well the Keyworkers do their job. If Keyworkers merely place the Pledge Card and CFC postcard in employees’ in-boxes or on their desks or chairs, or solicit contributors by e-mail, they are seriously limiting the maximum potential for a successful campaign. Committed Keyworkers personally invite each employee, one-on-one, to make a decision about contributing to CFC.

True voluntary giving is fundamental to Federal fund raising activities. Actions that do not allow free choices and/or create the appearance that employees do not have a free, confidential choice to give are contrary to Federal fund raising policy. Some activities that are contrary to this policy are listed below. They include and are not limited to:

- (a) Soliciting employees through a supervisor or any individual in their supervisory chain of command;
- (b) Asking about whether an employee chose to participate or not to participate or the amount of an employee’s donation, especially by a supervisor. Supervisors may be given nothing more than a summary of the major units that they supervise;
- (c) Setting 100 per cent participation goals;
- (d) Establishing personal dollar goals and quotas;
- (e) Developing and using lists of non-contributors;
- (f) Providing and using contributor lists for purposes other than the routine collection; and
- (g) Using as a factor in a supervisor’s performance appraisal the results of the solicitation in the supervisor’s unit or organization.

### **3. Group solicitation:**

Another way to solicit employees to contribute is through group solicitation. An office or a Keyworker could invite all the employees to a group meeting. The Loaned Executive, a speaker from one of the many charities, and/or someone else to talk about CFC could also

be included in the meeting. You can show the CFC film (if available) and explain the Catalog for Caring and Pledge Card, then introduce the Keyworker and tell them that the Keyworker will be around to see them in the next day or two. This method is very effective and saves time. It allows the employees to hear an inspirational presentation, and gives them time to think about making a contribution.

**4. Collecting pledges:**

Keyworkers, Team Captains or Coordinators will need to collect Pledge Cards at least once a week, review them for accuracy and completeness, and submit them to the Finance person. This weekly report must include the number of pledges, dollar amounts contributed and the number of Eagle/Double Eagle contributors.

It is critical to closely monitor the collection of Pledge Cards during the campaign to determine which units or divisions need extra efforts to reach their goal due to the absence of a Keyworker or for other reasons. A comparison to last year's results may serve as a gauge of the current year's campaign progress.

Keyworkers need to thank all of those whom they solicit for contributions, both those who give and those who do not. A simple "thank you" can go a long way.

**5. Appreciation:**

Thank all the Keyworkers and other volunteers for their time and efforts.

## **TAB 7.1 SOLICITING - FOR YOUR INFORMATION**

You may be approached by a charity, a group of charities, or a marketing representative with a booklet listing selected charities in the campaign. Sometimes the materials just turn up in your office or at your receipt point for campaign materials. If it isn't the official CFC Catalog of Caring, do not distribute it.

Reference: *The Combined Federal Campaign Rule and Notice, Subpart D - 950.401(b) (c) and (d), Campaign and Publicity Materials*. CFC campaign workers and members of the Local Federal Coordinating Committee (LFCC) are prohibited from handling, during the Campaign, any campaign, promotional, or educational material for any specific charity, or group of charities, other than the OFFICIAL CFC materials distributed by the CFC Office. "Campaign personnel are to be particularly aware of the prohibition to not assist any voluntary agency or federated group to distribute any type of literature, especially during the campaign period". (From 950.401(d)).

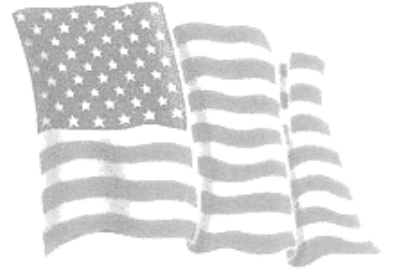
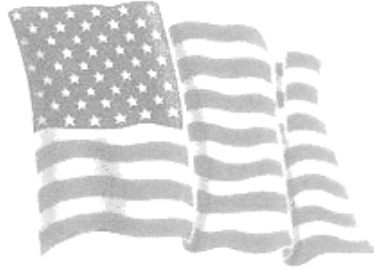
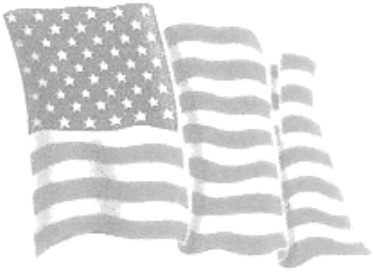
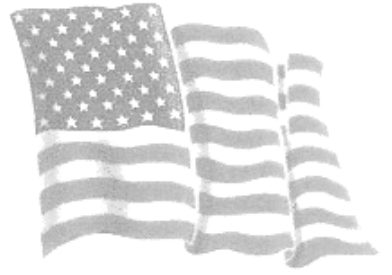
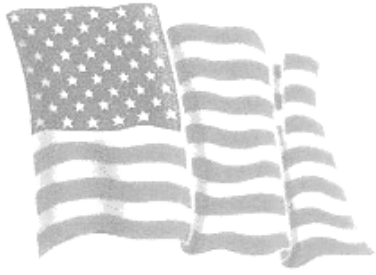
The voluntary agencies and federations are encouraged to publicize their activities outside Federal facilities; to broadcast messages aimed at Federal employees in an attempt to solicit their contributions through the media and other outlets. They may also communicate with Federal employees in writing through USPS mail addressed to the employee at their Federal workplaces, as long as these mailings do not interfere with Federal government activities. The head of the Federal agency must make a single determination as to what will be the agency's policy on such mail solicitations.

The voluntary agencies can distribute their brochures to Federal personnel in public areas at or near Federal workplaces, in connection with the CFC, provided that the manner of distribution accords equal treatment to all voluntary agencies furnishing such brochures for local use, and further provided that no such distribution shall utilize Federal personnel to interfere with Federal government activities.

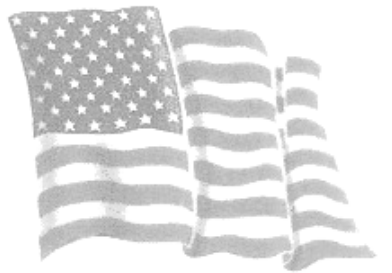
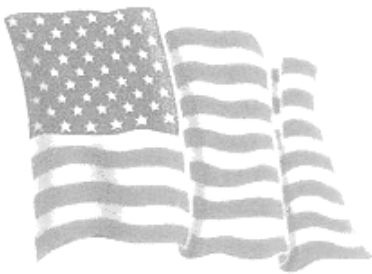
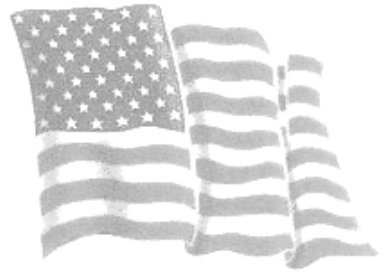
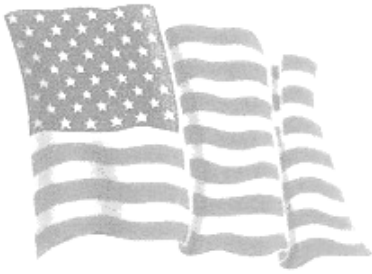
The distribution of any bona fide educational materials of the voluntary agencies or federations or the provision of other services to employees at Federal establishments must be handled through personnel offices, occupational health units, or other appropriate agency components, and not the CFC Managers, coordinators, team captains, committee members, and Keyworkers.

Charities in the Campaign can distribute their materials outside Federal buildings, at metro stops, or other public places. They can advertise in the media, and they can use the USPS mail to send their material to each individual Federal employee at home or at work if they have the full mailing address. They cannot mail a bulk package of their materials into a department or agency for distribution.

If you have any questions, or if you receive unsolicited materials, please call the VCMO, at (703) 699-1841 or (703) 699-1843.



**FINANCE**



## **TAB 8. FINANCE**

**Purpose:** The finance person on your committee performs financial analysis of the campaign and designs and implements a reporting system for tracking the Campaign's progress.

### **Finance Key Functions and Responsibilities**

#### **1. Analyze previous campaigns:**

Review historical data from your agency's CFC records to determine your agencies strengths and areas for possible improvement. (If needed, the VCMO can provide some historical data)

#### **2. Help set agency goal:**

Analyze the past CFC records of various components within your agency to determine past trends (i.e., number of employees; have contributions increased; if so, by how much; is there potential for increased giving, etc.). Use this information to help determine goals for each agency component. Your overall agency goal will be determined by the VCMO. (If you need assistance with goal determination for your component accounts, the VCMO can provide you with methodology.)

#### **3. Set up a reporting system for pledges:**

Understand the volunteer structure of your campaign and set up an easy method for campaign status reporting. Refer to the solicitation section of this guide (see Section 7, Soliciting) to ensure accuracy of the number of components and employees.

#### **4. Announce the running total of pledges during the campaign:**

As employees work to reach the goal, they like to know the progress of the campaign. Keep your agency components informed as to the number of pledges and amount of money raised. In the past some agencies have used goal board posters or displayed the amount on the agency intranet. An added bonus to using this type of information is that this can be your agency's entry in the Communications and Marketing contest. Also, let component managers know about the number of pledges they may need to qualify for different awards (see Section 9, Awards).

#### **5. Submit contributions to CFC:**

If you are fulfilling the duties of a Team Captain, Coordinator, or Finance person refer to the section entitled Processing Pledge Cards in the *2009 Step Guide for Keyworkers and Team Captains (will be distributed at the Leadership Conference)* for the directions. Campaign Managers, who have the help of a Team Captain, Coordinator, or Finance person will want to review the contents of the CFC Deposit Bag (Form 300) before they deliver them to one of the assigned credit union locations. Campaign Managers also will want to refer to the section entitled Processing Pledge Cards in the *2009 Step Guide for Keyworkers and Team Captains* for directions on filling out the CFC Deposit Receipt Form 400).

## **6. Monitor overdue open deposits**

On a weekly basis, you should check the list of open deposits in Manage™. For those deposits that have been open for more than ten days, you should check with the contact persons to find out when they delivered the Deposits bags to the drop off locations. As an added check, you will be notified when a Deposit bag has been open more than 17 days.

## **7. Handling of misrouted yellow pledge forms confidential gift payroll donations**

On a routine basis, any yellow pledge forms that were inadvertently submitted to the CFCNCA in the Pledge Form Carriers (Form 100) will be returned to you . In addition, you will be sent the yellow pledge forms for any submitted confidential gift payroll donations. You should direct these to the appropriate payroll offices as soon as you receive them. These will be sent to you in Pledge Form Return Packages (Form 400).

*NOTE: For those donors who authorize CFC to release their contact information and contribution amount to the designated charities, CFCNCA will supply those names and addresses to the unaffiliated organizations and federations on March 15, 2010 or the due date set out in the regulations. Donors should note that federations then notify their members of this information. CFCNCA will send first distributions to the unaffiliated organizations and federations on April 1, 2010. The federations will be responsible for distributing the funds to their member organizations.*

## **8. Handling pledges from outside of the CFCNCA geographic area**

Please do **not** solicit pledges from outside of the CFCNCA area. Some Federal Departments and Agencies attempt to conduct national campaigns for their employees by having all employees participate in the CFC of the National Capital Area located in Washington, DC. Please note this is contrary to CFC regulations and must not be done. CFC regulation 5 CFR § 950.103(h) requires "A Federal employee may participate in a particular CFC only if that employee's official duty station is located within the geographic boundaries of that CFC." Federal employees can determine their appropriate CFC by visiting OPM's CFC website at [www.opm.gov/cfc/Search/Locator.asp](http://www.opm.gov/cfc/Search/Locator.asp) and selecting the State where their official duty station is located.

CFCNCA is the home campaign for employees located in the Washington, D.C. Metropolitan Area: Prince George's, Montgomery, Calvert and Charles Counties in Maryland; Arlington, Fairfax, Loudoun, and Prince William Counties, in Virginia. (VA Counties include all separately incorporated Cities within the Counties.)

The only exception allowed to this rule is for departments which have employees located outside of the continental United States. 5 CFR G § 950.701(c) permits Federal civilian agencies with overseas personnel to elect to have these employees participate in the National Capital Area campaign.

Each local campaign contains national and international charitable organizations, as well as local charitable organizations, which in most cases operate exclusively within that campaign area. By conducting national and regional campaigns, Departments and Agencies may unintentionally cause a loss of funding to these local charitable organizations.



In addition, each local campaign plans and budgets for the CFC based on the number of Federal employees covered within their geographic boundaries. This includes the printing of CFC Charity Lists and pledge forms and ordering awards to recognize contributors. By removing contributors from the local campaigns, the Departments and Agencies unintentionally interfere with the CFC's ability to plan and budget.

#### **9. Handling Direct Payments to Charities**

Starting in 2008, CFCNCA no longer accepts checks from donors made payable directly to charities. In the event such a check is found during auditing, the pledge will be returned to the contributor and an audit correction will be entered.

If a donor does not want to make a payment to CFCNCA, Keyworkers should be trained to explain the benefits of CFCNCA to the charities. If the donor continues to want to make a direct payment, they should be instructed to forward their check directly to the charity of their choice rather than delaying that payment in the CFCNCA payment processing system.

#### **10. The VCMO will keep the Department informed:**

Each week report your campaign's collection activities through MANAGE™. The VCMO tracks the contributions of each agency throughout the campaign. These numbers will be reported to weekly to DoD Leadership throughout the campaign.

## 8.1 MANAGE™

The CFCNCA MANAGE™ software system integrates the pledge deposit information. Campaign Managers can track their progress, order supplies and awards and prepare reports using MANAGE™. It is designed to provide users access control to parallel their role in the campaign. The website can be accessed at <https://manage.cfcnca.org>. As a new CM you will receive separate training on using MANAGE™. Individuals serving as permanent CMs will receive refresher training. In each instance User IDs and Passwords will not be issued until training has been completed.

As a CM you can review all data for your agency. The VCMO Finance Manager, 703-699-1892, has assisted in the design of your campaign structure and can answer any questions you may have. In May your agencies were asked to provide manpower information to assist in the computation of campaign goals and to assist in the ordering of campaign materials. Review your manpower numbers entered into MANAGE™ and request any changes immediately. Once the campaign begins no changes are permitted to be made.

You may use the manpower numbers in MANAGE™ to determine the number of Keyworkers your agency will require. As stated elsewhere in this guide, the best ratio of Keyworkers to employees is 1:15.

As a CM you will determine who will enter pledge deposit information into MANAGE™. Some campaigns have severely limited access while others have permitted wide access. Appoint two or more finance persons to enter pledge deposits into MANAGE™. These persons will also be able to view all the CFC data for your agency. The complete guide to using MANAGE™ can be downloaded from <https://manage.cfcnca.org> by clicking on the User Manual on the first page.

As discussed in Section 5, CMs will order campaign supplies using MANAGE™. Quantities are driven by the manpower numbers entered into MANAGE™. In many instances you will not be permitted to order one item for each employee. If you need additional supplies, please contact the VCMO Logistics Manager at 703-699-1876. You may also schedule Charity Outreach Events via MANAGE™.

## 8.2 ENSURING THE ACCURACY OF PLEDGES

Despite the amount of effort given to training Keyworkers, it is somewhat surprising to discover the number of inaccurate Pledge Cards the CFC must return to various agencies each year for correction. (Please see the more common errors described in Section 8.2.F) In order to reduce the amount of work caused by the number of incorrect Pledge Cards, we encourage Keyworkers, Team Captains, Coordinators, and Finance persons to review all Pledge Cards, Pledge Card Carriers, and Deposit Bags to ensure completeness and accuracy as outlined below. Within your agency or group, the organizational structure may vary but the process outlined below should be followed by all workers (whether you have team captains or not).

### A. KEYWORKER'S REVIEW OF THE PLEDGE CARD

First, Keyworkers should follow the instructions for filling out the Pledge Card as described in the inside of the back cover of the Catalog of Caring and in the Step Guide. Then, after collecting the Pledge Card, and before placing it in the Pledge Card Carrier, the Keyworker ensures that it has been accurately completed by reviewing the following six entries:

1. Is there a CFC Reporting Number and is it correct?
2. If it is a payroll deduction contribution, is the SSN included?
3. Did the contributor provide a work phone number?
4. Is the math correct?
  - a. Is the written amount the same as the cash/check?
  - b. Is the amount per month/pay period correct?
  - c. Do the amounts contributed equal the "total gift"?
  - d. Are the distributions for various organizations correct?
  - e. Does the "annual amount" equal the "total gift"?
5. **Do the charity codes have 5 digits (numbers)?** Incorrect CFC charity codes will include those that are not exactly five digits in length, contain a letter or other symbol, or begin with the number zero.
6. If it is a payroll deduction, is it signed and dated?

**NOTE:** Designations made with incorrect CFC codes that cannot be resolved or corrected cannot be honored and will become undesignated contributions. Differences in dollar amounts will also be credited to the general fund or undesignated. E.g., if you pledge \$20 to five designated charities (\$100 total), but the stated total contribution is \$120, the extra \$20 will go to undesignated.

### B. KEYWORKER'S REVIEW OF THE PLEDGE CARD CARRIER

After reviewing the Pledge Card, the Keyworker should follow the instructions for processing the Pledge Card in the Pledge Card Carrier (Form 100 – half yellow, half white) as explained in the "Keyworkers Campaign Step Guide" which is included in the Keyworkers' Kit. Basically, keyworker should separate the colored copies :

- Give blue copy to donor as receipt
- If donation is cash or check and a SSN is written on form, return the unneeded yellow copy to donor for their disposal

- If donation is payroll deduction, place yellow copy in yellow half of Pledge Card Carrier and white copy in white half of Pledge Card Carrier.

There should be one white copy for every pledge and yellow copies only for payroll deduction so if there are 10 donations and two are cash, there should be 10 white copies and 8 yellow copies in the Pledge Card Carrier.

### **C. TEAM CAPTAIN OR COORDINATOR'S REVIEW OF THE PLEDGE CARD**

Following the same review for the Pledge Card as outlined above for the Keyworker, the Team Captain or Coordinator should also review each Pledge Card submitted in the Carrier to ensure accuracy and thoroughness. To provide this quality assurance review, Campaign Managers should instruct their Keyworkers NOT to seal the Carrier and either have the Team Captain, Coordinator, or Finance person seal it, depending on how many persons will review the Pledge Cards and Carriers. If everything is correct and complete, the last reviewer should seal the Carrier.

The Team Captain or Coordinator's review should particularly:

1. Ensure that checks and cash are enclosed behind the white copies for non-payroll contributions. (Stapling them together makes it harder for them to be misplaced)
2. **[Last reviewer]** Detach the bottom yellow pocket of the Pledge Card Carrier containing the yellow (payroll) copies of the Pledge Cards and forward them to the agency's payroll office.

### **D. TEAM CAPTAIN AND COORDINATOR'S REVIEW OF THE PLEDGE CARD CARRIER**

Following the same review above for the Pledge Card Carrier by the Keyworker, the last reviewer (Campaign Manager, Team Captain, Coordinator, or Finance person) should seal the Pledge Card Carrier. Even if the Team Captain and the Coordinator are not the last reviewers, they should follow the instructions below for completing the Report Envelope, leaving the Pledge Card Carriers unsealed. Up to 20 pledge cards can be put into each pledge card carrier but they must all have the same account reporting number. If you are submitting pledges from several subaccounts, make up a pledge card carrier for each account separately.

### **E. COMPLETION OF DEPOSIT BAG (Form 300) AND INPUT TO MANAGE™ BY TEAM CAPTAIN (or designated person)**

The Team Captain or agency designee will have to input information into MANAGE™ (the online database), print out two copies of the Form 200 (which is like a deposit slip) and forward the Pledge Card Carriers in the CFC Deposit Bag (Form 300). However, before doing so, the Team Captain should:

1. Ensure that all enclosed Pledge Card Carriers contain the appropriate CFC Reporting Number. To save on supply costs, an agency that has subaccounts may put Form 100's from different subaccounts into the same Deposit Bag.

Example: Typically, an agency or activity with sub accounts has a number ending in 00. A form 300 may be submitted with the overall account reporting number, e.g., 555500, but individual Form 100's (pledge card carriers) may be for subaccounts 555501, 555502, or 555503, etc. up to the totals reported under the three sub account numbers. If there are no subaccounts under your reporting number, deposit money against the line that has the goal and manpower figures. Deposits should ONLY be made in MANAGE™ against these lines. With a separate pledge card carrier for each subaccount, all may be placed in the same deposit bag and that bag may be LABELED with the overall account number of 4073000.

2. Before putting Pledge Card Carriers into the Deposit Bag, complete the Deposit Bag following the instructions.
3. Confidential gifts should be in unopened envelopes marked confidential and stapled to the appropriate pledge card carrier. Annotate the number of confidential gifts (envelopes) on the outside of the Form 300 Deposit Bag.

## **F. COMMON ERRORS FOUND ON SUBMITTED PLEDGE CARDS**

The following errors are the most common that continually surface each year in the processing of contributions. We offer this list for your consideration in improving the collection process.

1. Incorrect account reporting numbers: Each account has a SEVEN-digit reporting number. Typically, an agency or activity with sub accounts has a number ending in 00. **NO MONEY SHOULD BE REPORTED UNDER THAT NUMBER.** E.g., Agency XYZ has the number 5555500. There are three divisions and their reporting numbers are 5555501, 5555502, and 5555503 respectively. The 00 number in the report is the roll-up of the totals reported under the three sub account numbers. [When in doubt, don't be afraid to ask your LE for correct reporting number or numbers] If there are no subaccounts under your reporting number, deposit money against the line that has the goal and manpower figures.
2. Mishandling of payroll copies of pledge cards: **ALL YELLOW COPIES MUST GO TO YOUR PAYROLL OFFICE!** This problem includes leaving the yellow payroll copies in the carriers, finding later that payroll copies were never sent to the proper person within the agency for processing through the payroll department and payroll deductions are not being made. Also, enclosing the yellow payroll copy for CASH gifts, which sometimes is sent to the payroll office, resulting in the amount given as a cash gift being deducted as a per pay period amount. Yellow copies are ONLY submitted with payroll contributions. If a person is contributing cash or check, the yellow copy may be destroyed. [And remember – if someone accidentally put their SSN on the yellow copy, it should be returned to them for disposal since SSN is controlled under Privacy Act restrictions]
  - 2.1 For Military Service personnel keyworkers **must** indicate which service the military members belongs to by indicating USAF, USN, USA or USMC on the Payroll Office block.
  - 2.2 Prior to the start of the campaign, determine the physical location of your payroll office and forward this information to the VCMO.
3. Missing checks and currency: Pledge Cards put in the carrier for cash and check gifts where the cash and checks are actually missing should be removed and the report envelope corrected to reflect the accurate amount actually being reported. This should be done by whomever handles

the gift deposit bag last before it is sealed and taken to the Credit Union.

4. Delays in receipting process: These occur whenever there are report envelopes that have incorrect or missing reporting numbers, AND when money is entered into the MANAGE™ system, but is not actually turned in to the designated location. To keep the system as up-to-date as possible, **remember same day report, same day deposit.** Reports will be reviewed weekly and LEs will be asked to resolve open deposit issues with the CMs.

5. Fund raising events and auctions: Payroll pledges cannot be permitted in connection with special fund raising events. They conflict with donors' actual original payroll pledges and payroll departments will not accept two payroll pledge cards. They will likely pick the most recent one. **Currency and coins should be converted to a cashier's check** before being turned in (not into individuals' personal checks). Agencies wanting to split up donations among several reporting numbers (so each gets credit) should organize the special event pledge cards and money into the separate reporting numbers they wish to have credited. Results should be reflected accordingly on reporting envelopes prior to turn in.

6. Permissible designations: Donors often are misinformed that they can give to agencies other than those in the National Capital Area CFC Catalog of Caring. It is not uncommon to hear donors say they were told they could give to agencies as long as they are listed in some CFC directory. Agencies should ensure that Keyworkers and other campaign workers inform employees that they can give ONLY to the agencies in the most current Catalog of Caring

## **TAB 8.3 CHARITABLE CONTRIBUTIONS EXCEEDING \$250 PER CONTRIBUTION**

Giving to the Combined Federal Campaign or to other charitable organizations may entitle a person to an itemized deduction on their IRS individual tax return. Select organizations, including those that are part of the Combined Federal Campaign, and other not-for-profit agencies, foundations, churches, and educational organizations are classified by the Internal Revenue Service as 501(c)(3) organizations. This classification exempts an organization from taxes and allows people contributing to the organization to include the gift or gifts, as an itemized deduction on Schedule A of their return.

The Internal Revenue Service has announced new guidelines for the documentation of all donations to charities. Beginning in 2009, taxpayers are required to have proper documentation for ALL charitable gifts, regardless of the size of the gift, or whether made through cash, check, or payroll deduction, in order to claim a tax deduction. Employees who give via payroll deduction will need:

1. A copy of their pledge card to document which charities they designated to receive donations.
2. Their year-end pay stub that shows the total amount withheld in order to claim the gift as a deduction on their taxes.

**If the gift is by check or cash, the donor keeps the blue copy of their pledge card.**

If it is a check the donor also needs to keep a copy of the check as a receipt. Cash donors need to obtain a tax letter from CFCNCA or the recipient charity.

**CFCNCA is not responsible for tax advice and strongly suggests that donors contact their tax advisors with any specific questions regarding the new IRS regulations.**

## **TAB 8.4 2009 DOD CFC WEEKLY REPORTS**

**CAMPAIGN MANAGER'S WEEKLY UPDATES TO MANAGE™ ARE DUE EVERY FRIDAY NLT 5:00 P.M.**

Campaign reports are generated through the MANAGE™ system. To ensure your contributions are reported in the weekly leadership report please input all campaign contributions into MANAGE™ no later than 5:00 p.m. on Fridays.

The DoD consolidated Weekly Report will be sent to Chairs, Vice Chairs and Campaign Managers, electronically, every **Monday** beginning September 28, 2009. You will receive additional information closer to the date.

Campaign Managers are reminded that campaign contributions must be deposited at the Credit Union the same day they are entered into MANAGE™. Campaign contributions are to be turned in at least weekly. **Under no circumstances are deposits to be held and turned in at the conclusion of the campaign.**



## **TAB 8.5 DOD AUDIT PROCEDURES**

The Voluntary Campaign Management Office (VCMO) will download reports from MANAGE™ every Monday. Since data input is due on Fridays by 5:00 p.m., these reports will show discrepancies in audited amounts from dollar amounts reported. On a weekly basis, you should check the list of open deposits in Manage™. For those deposits that have been open for more than ten days, you should check with the contact persons to find out when they delivered the Deposits bags to the drop off locations. As an added check, you will be notified when a Deposit bag has been open more than 17 days.

Loaned Executives are asked to check these discrepancy reports each week and check with you to help resolve any issues. An example of a discrepancy may be that your agency has reported more money than shows on the audit report. With the information about the bag number, Keyworker, etc., we can work with you and the PCFO to determine where that money is – not yet deposited, mistakenly credited to a different account number, or whatever the case may be. Another example of a discrepancy is when the audit shows a different total dollar amount than that reported for a specific bag. In this case we can check to see if there was a math error or missing money in the bag. Regardless of the situation, the Loaned Executive or Ms. Caroline Craig, VCMO Campaign Finance Manager, will help resolve any audit issues that may arise so that we can provide accountability for all funds collected. She may be reached at 703-699-1892, or e-mail: [caroline.craig@whs.mil](mailto:caroline.craig@whs.mil)

It is best to ensure all money/pledges are deposited at the time they are reported. In most cases, those funds should show up as audited within a week (the process may take longer at later points in the campaign when there is a mass influx of deposits).

## **TAB 8.6 2009 CFCNCA SPECIAL HANDLING INSTRUCTIONS FOR PLEDGES FROM MILITARY MEMBERS NOT ASSIGNED WITHIN THEIR SERVICE**

There are numerous members of the military (Army, Navy, Air Force, or Marines) who are assigned to elements which are not connected to a base, office or agency within their service. These soldiers, sailors, airmen, and marines may be assigned to places such as the Defense Information Systems Agency, Defense Finance and Accounting Service, Defense Logistics Agency, Washington Headquarter Services, Defense Logistics Agency, or other government locations. This also includes all military personnel assigned within DoD, but outside of their home service or offices. Their payroll is not processed at the same place as the employees of that agency and these elements can not debit military accounts.

When a military member not assigned to her or his home service makes a pledge to the Combined Federal Campaign, it is imperative that the campaign manager in the element send the YELLOW copy of the Pledge Card to the proper payroll office. Efficient handling of these pledges will ensure payroll deduction begins with the first pay period of the 2010 calendar year.

If you have any further questions, please contact: Caroline Craig, 703-699-1892, [Caroline.Craig@whs.mil](mailto:Caroline.Craig@whs.mil)

### **Steps Required:**

- 1) Have any military members indicate their service branch in the space provided on the on the Pledge Card near the payroll office location.
- 2) Process the WHITE COPY normally.
- 3) Send the YELLOW COPY only to the correct location listed below:

### **Marines**

CONAD Henderson Hall  
Bldg 29, Room 205  
HQBN - MCNCRC  
1555 Southgate Road  
Arlington, VA 22214

### **Army**

Department of the Army  
Office of the Administrative Assistant  
Resources and Programs Agency  
ATTN: AARP-ZA (Thomas Rogers, 13134B)  
2511 Jefferson Davis Highway  
Arlington, VA 22202-3926

### **Air Force**

11<sup>th</sup> Wing/FMFS  
110 Luke Avenue, Suite 190  
ATTN: Mr. Howard Seeley  
“For forwarding to correct processing office”  
Bolling AFB  
Washington DC 20032

### **Navy**

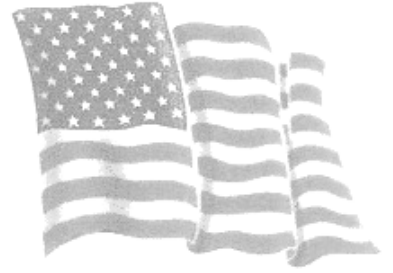
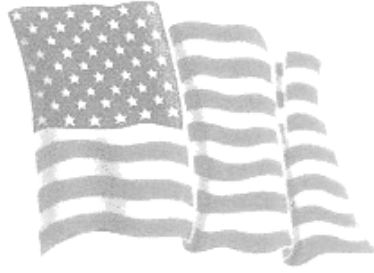
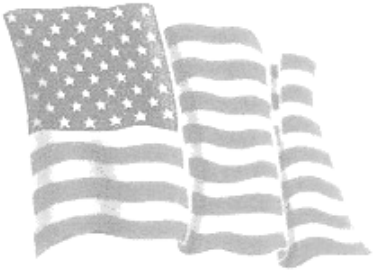
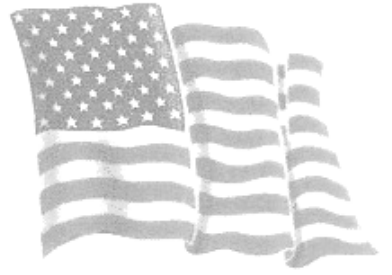
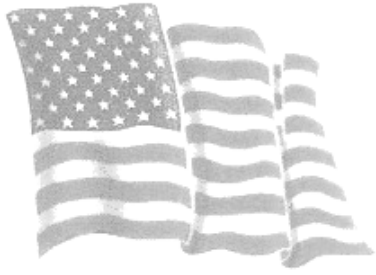
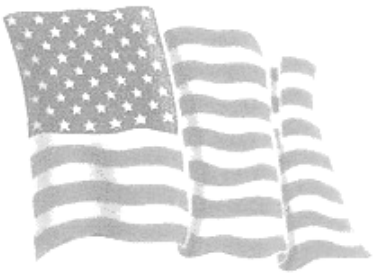
Personnel Support Activity – Detachment  
Washington  
235 Wick Drive SW, Bldg 92  
Naval District Washington  
Washington, DC 20373-5803

**U.S. Coast Guard**

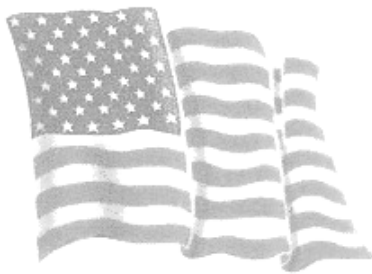
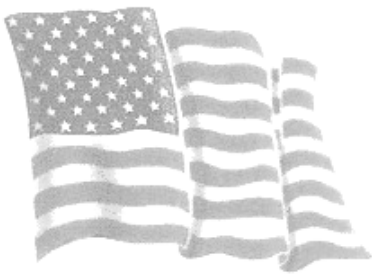
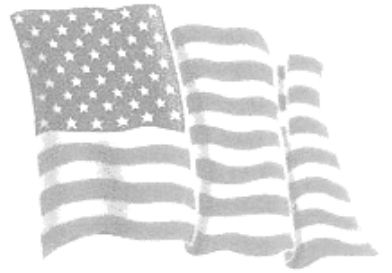
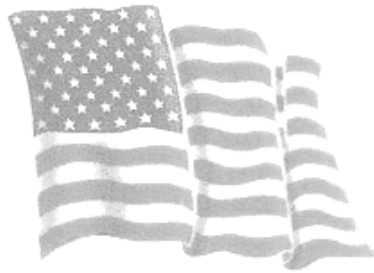
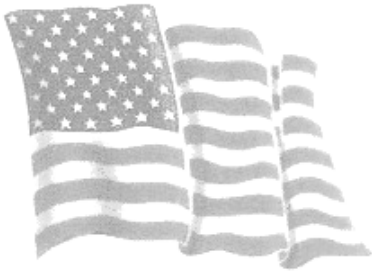
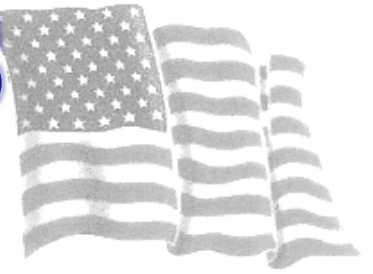
While the U.S. Coast Guard is one of the Armed Forces, it does not come under Department of Defense for payroll purposes. Yellow slips should be forwarded to the CFCNCA who will send them to the Department of Homeland Security. The address for CFCNCA is:

**Global Impact, Inc.**

750 17<sup>th</sup> Street, NW  
Washington, DC 20006



# AWARDS



## TAB 9. AWARDS

CFC provides several awards to recognize various levels of contributions to the CFC within Federal government agencies at no cost to the agencies. Each award has its own criteria as indicated below. Your CFC Finance person will be aware of these criteria and will provide a status report to the various components within your agency so that they may see what effort is needed to achieve an award. The following list describes the available CFC awards and their criteria:

### Department/Agency Awards:

#### A. Department/Agency Awards

The awards (with accompanying certificates) and their criteria offered to each component for their achievements are:

**President's Award.** This award is given to reporting units achieving 75-percent employee participation or \$275 per capita gift.\*

**Chairman's Award.** This award is given to reporting units achieving 67-percent employee participation or \$225 per capita gift.\*

**Honor Award.** This award is given to reporting units achieving 60-percent employee participation or \$175 per capita gift.\*

**Merit Award.** This award is given to reporting units achieving 50-percent employee participation or \$125 per capita gift.\*

**Million Dollar Circle Award.** This award is given to component units of departments and agencies that raise more than \$1 million in contributions.

**Participation Achievement Award.** This award is given to departments and independent agencies that achieve a 2-percent increase in the participation rate over the 2008 campaign. (No certificate accompanies this award.)

Each assigned department or independent agency that meets the following criteria will earn one of the following awards:

**Campaign Leadership Award.** This award is given to departments and independent agencies achieving a 2-percent increase in contributions over the 2008 campaign.

**Summit Award.** This award is given to departments and independent agencies achieving a 3-percent increase in giving over the 2008 campaign.

Campaign Managers, or their designees, can order online in MANAGE the President's, Chairman's, Honor, and Merit Awards for qualified reporting units at the end of their campaigns. For those unable to order awards online, contact your LE or VCMO staff member for help in placing your order. The Million Dollar Circle, Participation Achievement, Campaign Leadership, and Summit Awards will be ordered by the appropriate CFCNC staff member as the agencies qualify.

\*Per capita gift = total amount of contributions divided by the total number of employees per agency.

## **B. Certificates Available**

Corresponding certificates are available at no cost to the agencies upon request to recognize the individuals responsible for campaign leadership. These certificates can be personalized on a computer or with calligraphy.

**Most Valuable Fundraiser.** This certificate is for CFC Vice Chairs, Campaign Managers, Coordinators, and other members of your CFC team.

**Special Service.** This certificate is for volunteers who have provided outstanding service to the campaign.

**Appreciation.** This certificate is for each Keyworker.

**Outstanding Payroll Deduction Giving.** This certificate is for attaining an exemplary level of support for the CFC with 75 percent or more of contributors making payroll deduction gifts.

**100 Percent of Goal.** This certificate is for any reporting unit meeting or exceeding its campaign goal.

CFC certificates for volunteers can be issued with the name of the CFC Cabinet Chairperson appointed by the President, or they may be left blank for your own agency head to sign or autopen. Please advise CFC of the number and type of certificates needed and whether they are to be signed or unsigned. Certificates can be issued within two business days. Your LE will also be able to e-mail a template of the certificates so that you can print them as needed.

### **Individual Eagle Award Pins:**

The CFC recognizes contributors who give one percent of their salary as Eagle givers and two percent of their salary as Double Eagle givers. People giving these amounts will receive a single or double eagle lapel pin from their Keyworker.

### **Ordering Awards and Certificates:**

The VCMO reviews all agency accounts to determine the awards for which they have qualified. However, each agency must notify the VCMO of the name of the component to be engraved on any award plaques. Please double check the spelling and lettering for each requested plaque.

**Although we will review all orders, it is up to you to ensure the accuracy of the citation.**

*Agencies must order awards via the Manage<sup>TM</sup> system. No awards will be distributed without being entered in Manage<sup>TM</sup>. If you are unable to order awards online, contact your LE or Terry Tharp (703-699-1876) for help placing your order. Please allow ten working days for preparation and delivery of plaques to CFCNCA.*

Agencies need to place their orders for awards and certificates as soon as they know they will need them. It is best for Campaign Managers to order all plaques and certificates at the same time rather than at several different times.

Awards are based on the official CFC records of contributions received by CFCNCA. This is known as the "Audited Report." Awards cannot be made based on estimates or projections of contributions.

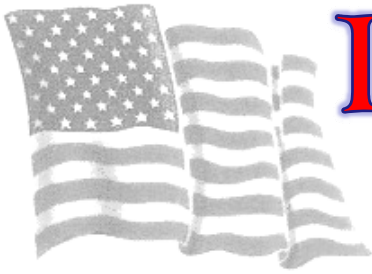
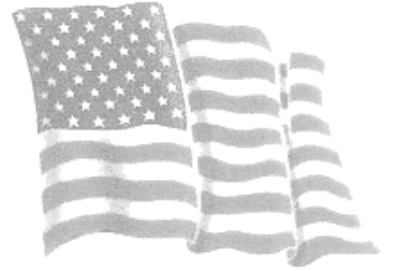
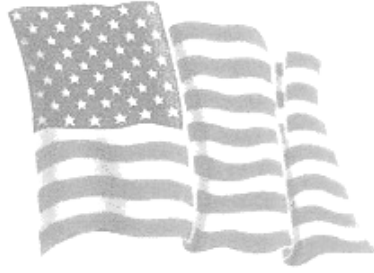
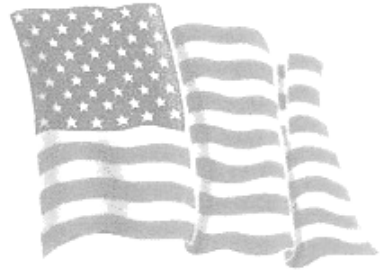
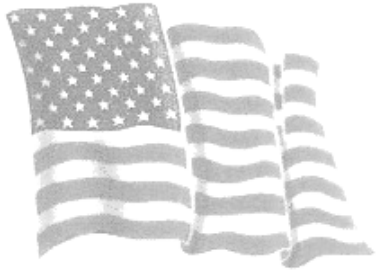
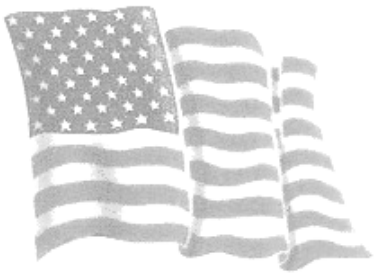
**NOTE:** Awards can be ordered until March 20, 2010. After that date, any agency requesting an award will incur the cost of the plaque and the engraving.

## **9.1 SPECIAL CAMPAIGN AWARDS:**

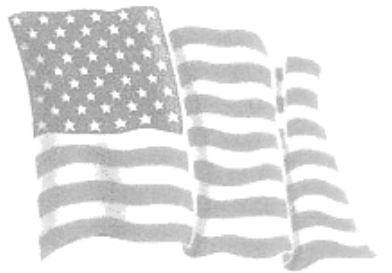
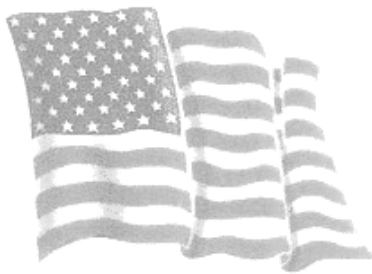
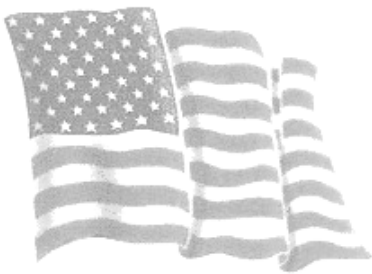
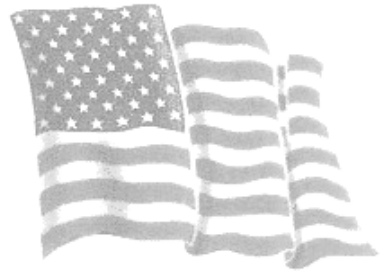
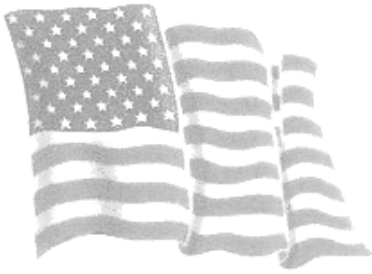
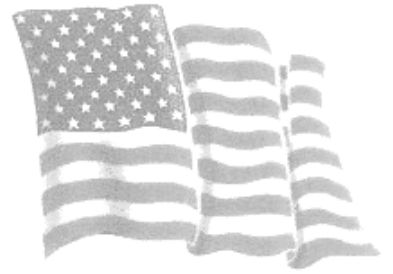
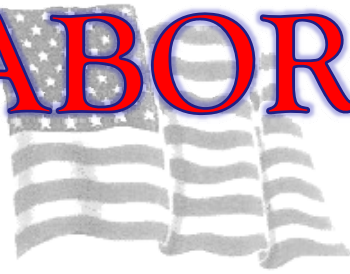
**The David O. "DOC" Cooke Outstanding Campaign Award** is awarded to the "most" outstanding of the year's twenty three great DoD campaigns, awarded separately in the large, medium & small campaign categories. The award goes to the accounts that best exemplifies excellence in support of The Combined Federal Campaign of the National Capital Area. Criteria for earning this Award are: 1) percent participation increase over last year; 2) increased dollars over last year; and 3) percent of dollars over the current year's goal. Recipient organizations' names are engraved on the 3 trophies displayed at the VCMO. Winning organizations will receive plaques.

**The McCarter and Richardson Outstanding Campaign Manager Award** is awarded in honor of Sara McCarter, former 18 year CFC Campaign manager and Sheron Richardson, 15 year CFC Campaign Manager. A "Most Outstanding Campaign Manager Award also exists separately in the large, medium & small campaign categories. The award goes to the accounts best exemplifying excellence in support of The Combined Federal Campaign of the National Capital Area. Criteria for earning this Award are: 1) documented account involvement; 2) special events; and 3) account improvement over the previous year's campaign. Winning Campaign Managers' names are engraved on the large McCarter-Richardson plaque displayed at the VCMO. Awardees will receive individual plaques.





**LABOR**

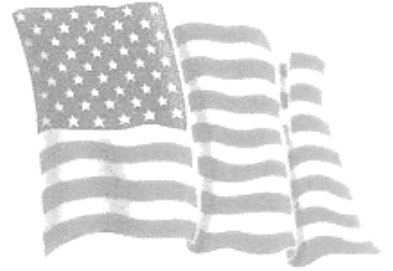
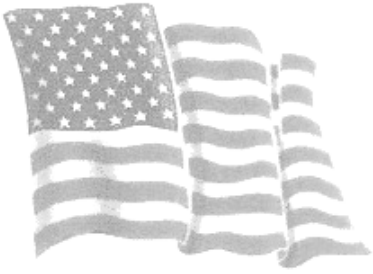
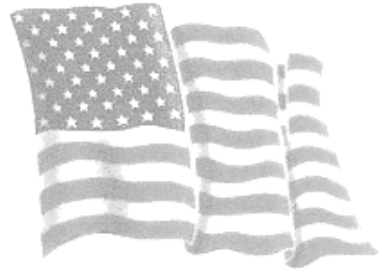
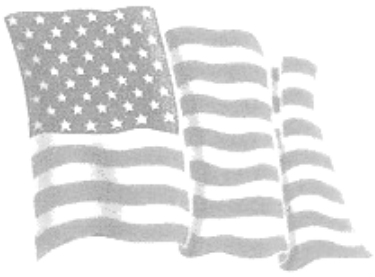


## **TAB 10. LABOR/UNION**

**Purpose:** Labor's function is to encourage the participation and support of union leadership and members in the campaign.

### **Key Functions and Responsibilities with regard to Labor:**

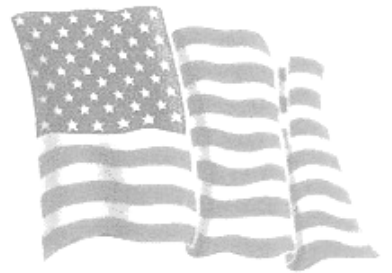
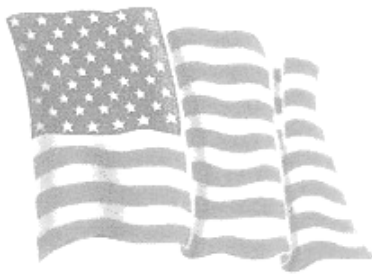
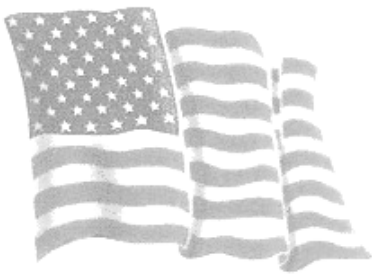
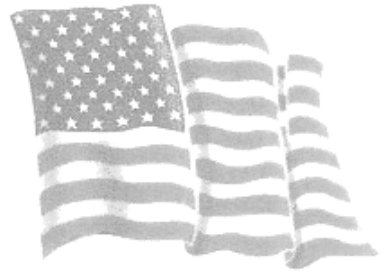
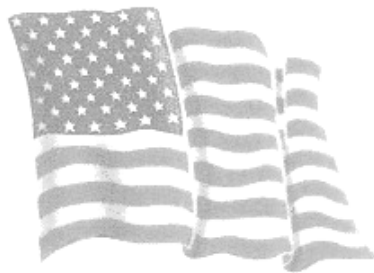
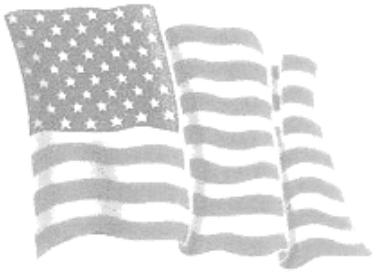
1. Obtain the support and written endorsement of your union.
2. Formulate campaign strategies responsive to labor's concerns.
3. Speak at group meetings where union members are present.
4. Invite a union representative to your weekly campaign meetings.
5. Invite a union representative to speak at the kickoff and victory celebration.



**CFC**

**CAMPAIGN**

**GLOSSARY**



## **TAB 11. CFC GLOSSARY**

**ACCOUNT:** An Agency participating in the campaign.

**AGENCY HEAD:** The individual who has final authority for carrying out the established policies within a Federal agency, department or installation. Each agency head will be the campaign chairperson for his or her department, agency or installation and is responsible for assuring CFC is implemented.

**AGENCY TOUR:** Group visits to CFC funded charities. Donors receive on-site information regarding charities services.

**AVERAGE GIFT:** Equals the total dollar contributions divided by the number of contributors.

**CAMPAIGN AUDIT:** Verification of pledges and cash to insure accurate reporting of contributors and contributions; conducted at the Official Receipt Point.

**CAMPAIGN COMMITTEE:** The team recruited by the Campaign Manager to assist with the planning and conduct of the various elements of their internal campaign; such as, communications, data processing, logistics, marketing, finance, etc.

**CAMPAIGN MANAGER (CM):** The person within an Agency who assumes leadership responsibility for the internal campaign. Chairs the agency Campaign Committee.

**CAMPAIGN THEME:** A distinctive phrase or catchword for focusing public interest on the campaign.

**CAMPAIGN SUPPLIES:** Material used in the conduct of the Campaign. These include: such as letterhead, Pledge Cards, Catalog of Caring, postcards, posters, awards, report forms, films, banners, and Campaign Managers' and Keyworker guides.

**CAMPAIGN TIMETABLE:** A chart outlining all the necessary campaign responsibilities and actions required. The timetable includes important target dates and should be adhered to closely.

**CATALOG OF CARING:** The Catalog of Caring contains the list of approved national, international, local federations and national and local independent charities. It also has general information about CFC history and management, specific information about payroll deduction, fund raising costs, coercion, distribution of funds and designation procedures.

**CFC RULES AND REGULATIONS:** The *Federal Register, Part VI, Office of Personnel Management, 5CFR, Part 950, Combined Federal Campaign; Final Rule and Notice* sets forth the rules and regulations for conduct of campaigns among Federal employees.

**COMBINED FEDERAL CAMPAIGN (CFC):** The single fund drive conducted each year among Federal employees to support the services of local, national and international health, welfare and character building voluntary agencies. It is the only authorized Federal solicitation in the workplace on behalf of charitable organizations.

**COMBINED FEDERAL CAMPAIGN of the NATIONAL CAPITAL AREA (CFCNCA)** – One of over 290 Combined Federal Campaigns across the country which covers various geographic areas. CFCNCA service area includes the metropolitan Washington, DC, the Maryland counties of Montgomery, Prince George's, Calvert and Charles and the Virginia counties of Arlington, Fairfax, Loudoun and Prince William as well as Virginia cities of Alexandria, Falls Church, Fairfax, Manassas, and Manassas Park.

**COORDINATOR:** A person appointed by the Campaign Manager to assume leadership of the Campaign within a particular unit or area of the Agency or Department.

**DEPOSIT BAG (FORM 300)** – The bag in which Pledge Form Carriers are gathered for deposit; used to transport donor pledges to official bank drops.

**DESIGNATIONS:** An option giving the contributor an opportunity to select which specific charity, or charities, will receive his or her gift. Designated gifts can be disbursed **ONLY TO THE CHARITY, OR CHARITIES LISTED IN THE CATALOG OF CARING, and SELECTED BY THE CONTRIBUTOR.** All persons contributing to the CFC are strongly encouraged to designate their gifts. To designate a specific charity, or federation, the contributor uses the five-digit code that precedes the name of the charity or federation in the Catalog of Caring.

**DOUBLE EAGLE AWARD:** Recognizes individuals who contribute two per cent of their salary. The Double Eagle Award is a lapel pin displaying two eagles that symbolize generosity and caring through the CFC.

**EAGLE AWARD:** Recognizes individuals who contribute one per cent of their salary. The Eagle Award is a lapel pin that symbolizes generosity and caring through the CFC.

**FEDERATION:** A group of voluntary charitable human health and welfare organizations created to supply common fund raising, administrative, and management services to its constituent members. Contributions designated to a federation will be shared by all its member agencies.

**FINAL REPORT:** The results of an organization's completed campaign which includes total dollar amount, number of contributors, total cash, total payroll deduction, average gift and per capita giving. The Final Report is used to determine campaign awards for each Reporting Number.

**FORM 100 (PLEDGE FORM CARRIER)** – The envelope in which completed Pledge Forms are gathered for reporting in MANAGE™.

**FORM 150 (SPECIAL EVENTS PROCEEDS FORM)** – Used by Account Campaign Volunteers to report cash and checks collected through conducting fund raising events during the Campaign. One copy is placed in a Form 100 with the collected proceeds and another copy is maintained with the Account's Campaign Records.

**FORM 200 (DEPOSIT FORM)** – Created in MANAGE™ after entering data from the Pledge Form Carriers with two copies printed. One copy goes in the back pocket of the Deposit Bag

and the second copy is used as a receipt to be date-stamped by the representative at an official bank drop location; date-stamped copy is maintained by each account.

**FORM 300** – See Deposit Bag.

**Form 400** – Pledge Form Return Package used by PCFO pledge processing to return misdirected completed Yellow payroll deduction pledge forms and Confidential gift pledge forms to the appropriate Account's payroll office.

**501(c) (3):** Tax Exempt Status issued by the Internal Revenue Service to qualifying charities pursuant to 26 U.S.C. 170. All charities listed in the Catalog of Caring have been certified to be 501(c) (3) organizations.

**FUND RAISING/ADMINISTRATIVE EXPENSES - CFC:** The percentage of total revenue expended by a charity for fund raising and administrative expenses only. This percentage is shown at the end of each charity's twenty-five word statement in the Catalog of Caring.

**GOAL:** The Campaign Goal is established by the Voluntary Campaign Management Office (VCMO) following a consideration of program needs, and a realistic but challenging appraisal of the agency giving potential. The respective agencies establish component goals.

**KEYWORKERS:** The persons selected by the Team Captains to invite and influence all of their assigned employees, (usually no more than 15) to contribute to the CFC, do one-on-one solicitation, distribute the Catalog of Caring, Pledge Cards, and collect the contributions.

**LOANED EXECUTIVE (LE):** The LE is a federal employee who acts as an extension of professional staff. Agencies release these employees for a period of six months or longer to work full-time on the Campaign. An important element of the program is the tangible benefits to the Campaign and the Loaned Executives. A LE compliments, but does not replace, the volunteer workers within the departments and agencies.

**LOCAL FEDERAL COORDINATING COMMITTEE (LFCC):** The existing organization of Federal agency heads authorized by the U.S. Office of Personnel Management (OPM) to make decisions within the provisions of OPM's Rules and Regulations for the CFC on all aspects of the local campaign, including determining eligibility of local voluntary agencies and supervising the local community campaign and the Principal Combined Fund Organization (PCFO).

**MANAGE™:** The database used by CFCNCA to report CFC pledges and contributions, order Campaign supplies and awards, and print out reports.

**OFFICIAL DEPOSIT DROP** – Official designated location where completed Deposit Bags are taken.

**OPEN DEPOSITS** – A deposit that has been entered into MANAGE™ but has not yet been marked “received” by the CFCNCA audit department.

**OPEN DEPOSIT REPORT** – MANAGE™ automatically sends a weekly report the Associate Director, VCMO, Loaned Executives and Campaign Managers that lists all deposits under the

email recipient that may have been open for 17 days or more. This report can also be generated at any time by clicking on the Deposit drop down and selecting the Open Deposit tab.

**OFFICIAL RECEIPT POINT:** Designated depository for monies/pledges collected in the Campaign. Global Impact serves as the official receipt point for the CFC of the National Capital Area.

**PARTICIPATION RATE:** The number of donors divided by the total number of employees.

**PAYROLL DEDUCTION:** An opportunity for employees to spread their giving over a period of time through authorized deductions each payday.

**PER CAPITA GIFT:** Equals the total employee dollar contributions divided by the number of employees in the agency or smaller unit.

**PERSONALLY IDENTIFIABLE INFORMATION (PII)** – Information that can be used to discern or trace a person’s identity such as the donor’s social security number or address that must be protected by campaign volunteers as they work and assist with the processing of donor pledge forms.

**PLEDGE:** A promise to make a campaign contribution in installments over a period of one year.

**POST CAMPAIGN CRITIQUE:** Also known as the “Battle Book”. The process, sometimes by written reports and comments of campaign leaders, and sometimes by a meeting, soon after the end of the Campaign through which the Campaign is evaluated and suggestions made to improve future campaigns. Include volunteers and/or staff in the critique.

**PRINCIPAL COMBINED FUND ORGANIZATION (PCFO):** The organization in a local CFC that has been selected to manage and administer the local CFC subject to the direction and control of the LFCC and the Director of the U.S. Office of Personnel Management. The PCFO for the 2009 National Capital CFC is Global Impact.

**PROSPECTS:** Potential contributors who have either given in the past or are considered potential donors.

**REPORT ENVELOPE:** Envelope used to return pledges and cash to central receipts point.

**REPORTING NUMBER:** A control number assigned to each organizational unit for auditing and awards purposes. A group of employees without such a number is not eligible to receive a campaign award.

**SHRINKAGE:** Pledges which are not collected as a result of deaths, unemployment, retirement, dishonored checks and/or donors moving out of the area or changing agencies.

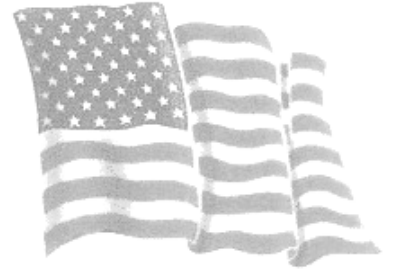
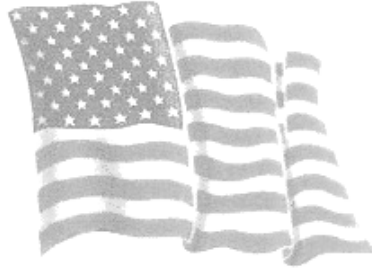
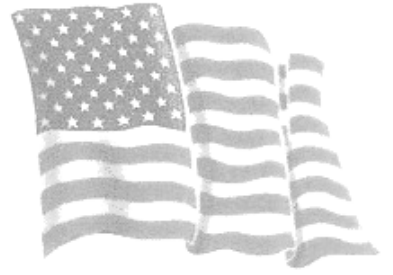
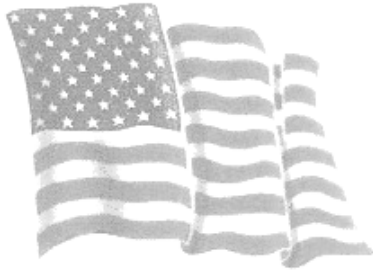
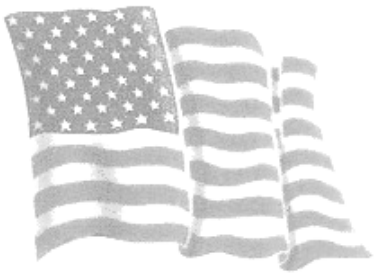
**TECHNICAL ADVISORY COMMITTEE (TAC):** TAC is a standing committee of the LFCC. This small, select group is responsible for reviewing all local charities and federations applying for participation in the CFC, for ensuring that the applicant meets regulations established by the Office of Personnel Management.

**TEAM CAPTAIN:** The persons selected by the Campaign Manager to assume leadership of a group of Keyworkers.

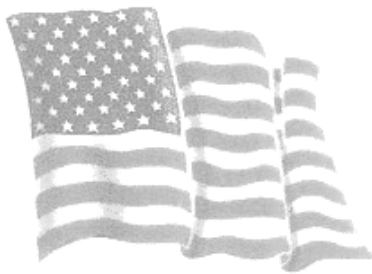
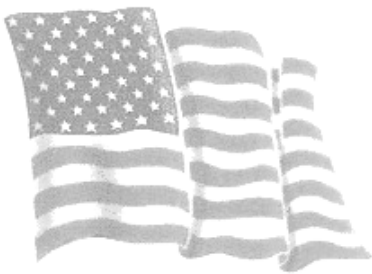
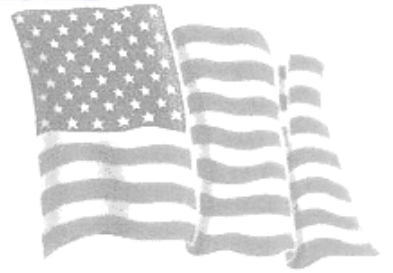
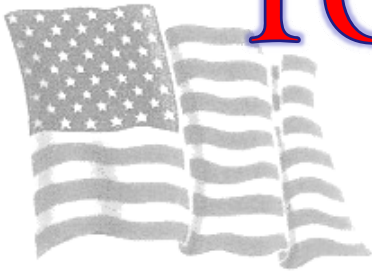
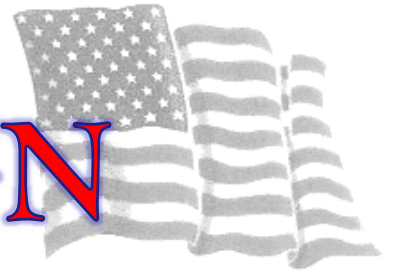
**UNDESIGNATED FUNDS:** Funds contributed by donors who do not designate their gift are shared by all the agencies listed in the Catalog of Caring in the same proportion that each agency received designations.

**VOLUNTARY CAMPAIGN MANAGEMENT OFFICE (VCMO)** - Office of the Department of Defense that coordinates the departments' voluntary collection efforts. This office works in conjunction with the CFCNCA.





**CFC  
CAMPAIGN  
TOOLBOX**



## **TAB 12.1 CFC KICKOFF MEETING AGENDA**

**SAMPLE**

### **1. Call to order by Vice Chair**

Welcome  
Remarks endorsing CFC – Publicly present CFC Contribution  
Introduction of Chair

### **2. Remarks by Chair**

Remarks endorsing CFC – Publicly present CFC Contribution  
Introduction of Campaign Manager

### **3. Remarks by Campaign Manager & Labor Chairperson**

### **4. CFC Testimonials**

#### **A. Employee**

Tell what happened at visit to CFC funded agency.  
Tell how they have been served by a CFC funded agency.  
Tell about volunteer experiences at CFC funded agency.

AND/OR

#### **B. Agency Speaker**

Presentation by a representative from one of the CFC funded agencies. This can be arranged through your Loaned Executive with two weeks notice.

### **5. Presentation by CFC Loaned Executive**

Reasons for giving.  
The “Catalog of Caring.”  
Offer to stay after meeting to answer questions

### **6. Wrap up by Campaign Manager**

Organization specific logistics:  
Introduction of Keyworkers

### **7. Show CFC National Campaign Video and CFCNCA Video**

### **8. Close by Vice Chair**

Allow everyone an informed opportunity to give.  
Thank employees.

## TAB 12.2 KICKOFF MEETING CHECKLIST

**SAMPLE**

**Confirm date, time, and location of meeting.**

**Publicize event and confirm attendance.**

**Send agenda and talking points to speakers.**

**Check condition of meeting room for its:**

Size, cleanliness, furnishings, ventilation control, location, acoustics, light, facility for handicapped and seating capacity.

**Meeting room set up**

Select best seating arrangement

Test Audio - Visual equipment

Check lighting controls

Check electrical outlets

Place tables for displays, refreshments, and door prizes

**Audio Visual Set-up**

Projection equipment on hand and in operating order.

Operator available.

Equipment focused, volume set.

**Post Meeting Room Check**

Collect CFC material.

Check room for forgotten property.

Remove signs and displays.

Return video.

Leave the room clean.

**Thank those who assisted with the meeting.**

## TAB 12.3 REASONS FOR GIVING TO CFC AND WHY PAYROLL DEDUCTION?

Six reasons for giving to CFC:

- **Impact** – Improves health and well-being of community.
- **Accountability** – Oversight and Management by Federal workers.
- **Efficient** – Low overhead (less than nine per cent).
- **Confidence** – Participating organizations regulated by OPM.
- **Convenient** – Payroll deduction spread over a year.
- **Choice** – Over 3,500 organizations from which to choose.
- **Charities receive portion of undesignated funds**

### Payroll Deduction

If you really want to make a difference, you can do it by contributing through payroll deduction. It's the way to go. Does it make sense? Yes, it makes dollars and “**cent\$**” (or **\$en\$e**). Why?

- ✓ It's painless!
- ✓ It's easy!
- ✓ It's safe! You don't have to worry about any scams.
- ✓ It's continual giving! Every pay day you are reminded of how generous you are.
- ✓ Payroll gifts are normally four to five times greater than a one-time gift. Would you love to give a large gift but can not write a check right now? Payroll Deduction lets you do it.
- ✓ You increase your charity's funding by increasing the portion of the undesignated gifts they will receive.
- ✓ It allows your charity to rely on a set monthly amount from CFC.
- ✓ It cuts administrative and fund raising cost for your charity.
- ✓ It centralizes and consolidates your giving for tax purposes.
- ✓ You save time by not having to respond to individual mail and phone requests for contributions.
- ✓ It gives you a quick, honest, comfortable way of answering those telephone solicitations during your dinner hour...“I gave at the office.”

## **TAB 12.4 WHAT A GIFT CAN BUY – YOUR GIFT HAS THE POWER TO HELP**

**For \$1 per pay period, you've got the power to:**

- Raise and transplant 20 filtering oysters onto sanctuary reefs.
- Buy and distribute 40 role model books or reach 25 to 30 inmates with tracts, post cards, and booklets.
- Buy enough antibiotics and ointment to heal a sea lion with a gill net injury.
- Provide diapers for an orphaned baby for five months.
- Provide six months of daycare for a child.
- Provide an outdoor adventure trip for 20 at-risk youth.
- Fund group activities for visually impaired seniors for ten weeks.
- Provide on the spot emergency assistance to two fire victims.
- Support the translation of important immunization materials for parents into Spanish and other major Asian languages.
- Provide educational materials in Spanish, Portuguese and English for school children in Brazil providing information on environmental hazards in their communities.
- Give a student a full day of learning at one of our outdoor education trips.
- Produce 500 "Sounds You Live By" brochures, a free educational piece on decibel levels of everyday sounds, including danger zones and tips on hearing protection.
- Host online support groups for people with epilepsy who find it difficult to leave the house.
- Fund a hiking trail crew food while they restore the path for a conservation charity.
- Grow enough underwater grasses to cover one square meter of the Bay's bottom.
- Pay for one disabled individual to attend a Fishing Has No Boundaries Event.
- Provide food staples for a family for two weeks.
- Provide a month worth of shelter and education for a child who has been orphaned because of AIDS in Kampala, Uganda.
- Organize a public presentation on steps individuals can take to create a more sustainable society.
- Remove 60 pounds of trash from shorelines and underwater areas, catalog information on the amount and types of debris found at specific locations, identify sources, and help educate people to change their habits.
- Raise four Amazonian freshwater turtle hatchlings that will be protected in a community pond for a year to increase their odds of survival in the wild.

**For \$2 per pay period, you've got the power to:**

- Assure outstanding but low-income or at-risk young scholars can continue their educations.
- Produce and distribute ten copies of a briefing book to state elected officials and reporters on the important public policies needed to protect the environment.
- Supply a health clinic with 50 pregnancy tests for poor women.
- Provide ten home-delivered meals for a homebound senior citizen.

- Help five elderly people gain income security.
- Educate people in a campground on the coastal bays describing for visitors the significance of the coastal system and the creatures that depend on it.
- Provide videos programs so prison chaplains can reduce the incidence of repeat offenses.
- Produce and distribute special advice books to state elected officials and reporters on the important public policies needed to protect the environment.
- Provide ten home-delivered meals for a homebound senior citizen.
- Help five elderly people gain income security.1`
- Educate people in a campground on the coastal bays describing for visitors the significance of the coastal system and the creatures that depend on it.
- Provide special studies for a teenager in a juvenile detention center.
- Send a youth leader or educator to a one day team-building course designed for those interested in promoting teamwork and cooperation as core values for the youth with whom they work.
- Provide 300 landowners with educational brochures describing how they can permanently conserve farms, forests, habitat, and other cherished open spaces.
- Support the translation of important immunization materials for parents into Spanish and other major Asian languages.
- Plant 100 sapling trees.
- Buy a month of nutritious lunches for a child suffering from malnutrition.
- Buy a pediatric chemotherapy patient a wig and pay for a complete blood count.
- Allow a charity to neuter and vaccinate one male cat in a low-income household, at no cost to the family.
- Feed a shelter dog for a month.
- Provide enough trail guides for 130 families to explore the woodland preserve. With a single guide, a family can explore many miles of woodland trails.
- Underwrites the cost of more than 50 long-distance faxes to support a Nicaraguan sweatshop worker's demands for a ten-minute lunch break.

**For \$4 per pay period, you've got the power to:**

- Underwrite two hours of a collaborative project among scientists, business leaders, activists, and experts working for corporate social and environmental sustainability.
- Cover the cost of a one-week family stay near the hospital while a child is treated for critical illness.
- Provide a rapid color guide for use by students to facilitate identification of important species in areas of high conservation significance.
- Provide a home health aide to bathe a patient who can no longer get out of bed.
- Purchase 1,000 tree seedlings and planting equipment for a community in the important buffer zone around Costa Rica's and Panama's La Amistad Biosphere Reserve.
- Provide a village school with a blackboard, furniture, books or athletic equipment. Helps provide a student with lunch at school each day.
- Provide bus transportation to support group meetings for blind and visually impaired people.
- Provide information requested by students on Driving Under the Influence and alcohol poisoning.

- Provide help and support for 140 teenagers who stutter.

**For \$5 per period, you've got the power to:**

- Plant an acre in pumpkins that will be used as the focus of a fall outreach event, designed to bring families to woodland trails and introduce children to real-life farming.
- Provide a lightweight wheelchair to a disabled person.
- Help a veteran's child attend college.
- Provide a video on parenting tips for a family support worker to use with an at-risk family.
- Support emergency calls from distraught parents of missing children to a free hotline.
- Buy three hospitalized children love and affection from visiting Pet Partner Teams (person and their pet).
- Provide an abused child a caring foster home for a month, or vaccines to small villages abroad.
- Buy handbooks that help 16 volunteers speak up for the best interests of abused and neglected children in court.
- Fund water testing for one river for a year.
- Provide a mid-morning meal or lunch for a child attending a village pre-school program in Equatorial Guinea for one year.
- Fund educational seminars in remote villages for an entire week.
- Help provide essential educational materials to inform and activate Americans about the continued oppression of the Tibetan peoples.
- Buy two hearing aids for low income, hearing-impaired people this year.
- Sends a child with irritable bowel syndrome to camp for one week.
- Prevent countless 'downstream' environmental and social problems by integrating sustainability into the operations of multi-national corporations, the largest resource users on the planet.
- Educate 500 citizens about how they can help protect the Arctic National Wildlife Refuge.
- Furnish a middle school with a forest ecology curriculum in English or Spanish.
- Give a community advocate in a developing country access to free legal and scientific support from public interest environmental lawyers and scientists worldwide.
- Provide a "Citizen's Guide to Coral Reefs" brochure to over 100 people. This informational brochure on how to protect our endangered coral reefs will enable boaters, swimmers, and snorkelers to enjoy the beauties of the coral reefs without causing damage to them.
- Buy four nest protectors to be put over the site of Diamondback terrapin nests to protect the eggs from predators until the hatchlings appear and make their way to the safety of the water.
- Provide one day of after school care for a child or 25 meals for a homeless child for a month.
- Give four students a fun learning experience on our floating classrooms.

**For \$10 per pay period, you've got the power to:**

- Buy new life jackets and paddles for part of the canoe fleet used by school children to explore wetlands.
- Advocate for fair-trade coffee in some of the largest coffee retailers in the world.
- Help produce a billboard in the Pacific Northwest urging water conservation and the cleanup of toxic pollutants in order to protect both the salmon and the endangered orca populations living in this region.
- Help environmental advocates in Nepal draft that country's first standards for water and air quality.
- Help eight inner-city youth meet and learn about people from other cultures, while staying in a youth hostel.
- Provide posters, postcards, and other educational materials at two national park sites to inform park visitors about the threat air pollution poses to our national parks, and steps they can take to help prevent increased pollution in their parks.
- Provide abstinence brochures for approximately 175 high school students.
- Improve Medicare coverage for 50 low-income elderly people.
- Deliver the Delmarva Coastal Bays Map Contest to four classrooms challenging students to research an environmental or historic topic and display it spatially as a class assignment, submitting their map to the contest for judging and prizes.
- Buy hay for Babe, a young elephant living at an animal sanctuary.
- Provide school supplies for one child for an entire year.
- Provide 18 hours of training in leadership, conflict resolution, cross-cultural sensitivity, and community organizing for a teenager.
- Pay five month's salary for an adult literacy teacher in South Africa.
- Provide school supplies, food, and medical care for AIDS orphans in Africa.
- Provide an entire high school with educational and training materials about the U.S. national park system.
- Furnish wheelchairs for two landmine victims in Southeast Asia.
- Provide two hearing aids for low income, hearing-impaired people this year.
- Support a mobile clinic in remote rural area for an entire day.
- Support for Sexual Orientation in the Workplace trainings designed to combat homophobia and discrimination at work.
- Provide a student with lunch at school each day.
- Pay for information on specialized gear to be sent to 250 people with disabilities.
- Provide specialized summer recreational programming for 12 children with disabilities.
- Bring a waiting American child together with a loving, lifetime adoptive family.
- Provide free education sessions for caregivers and families of persons with dementia. Help a student purchase vital books for courses.
- Buy a video on parenting tips for a case worker to give to 24 at risk families.
- Cover the average cost to a family for one day's lodging in emergency short-term housing.

**For \$15 per pay period, you've got the power to:**

- Fund the printing and distribution of a mailing to Senators and Representatives regarding legislation affecting your national forests.



- Buy a new canoe, helping to replace the aging fleet used by students and researchers in exploring local waterways. 26 nutritious food packages containing frozen meats, grocery items, fresh fruit and vegetables worth approximately \$35 apiece.
- Save the life of an abused child.
- Buy a season's worth of gas for the Assateague Coast keeper boat enabling monitoring of the coastal bays for pollution sources and citizen education.
- Pay for travel expenses for one disabled person going to pick up their new assistance dog partner.
- Provide a homebound AIDS patient with groceries for a full year.
- Purchase a two-week stay at camp for a child with disabilities.
- Buy a hungry preschooler who lives in the slums of Bombay an education and a nutritious meal at our daycare center.
- Open a student's eyes to the conditions of the world's poor through a short-term mission trip.
- Provide a solar energy system for an entire village.
- Buy enough essential medicines to treat the common ailments of 1,000 men, women and children for five months.
- Help efforts to configure compounds so that the children can take medicines orally as opposed to injection.
- Equip three classrooms with desk, blackboards and other needed furniture.
- Provide a scholarship for an underprivileged person to travel to Central America or Haiti to document and witness human rights abuses, then return to the US to work for a change.
- Furnish a soccer ball for 35 Positive-Choice soccer graduates.
- Maintain a website—answering hundreds of women's history questions from adults and children.
- Provide one hot food carrier to keep meals being delivered to home-bound elderly hot and appetizing.
- Offer 25 hard-cover books on grief for parents whose children have died.
- Make and sustain one school-based mentoring match for an at risk youth.

**For \$25 per pay period, you've got the power to:**

- Sponsor a class of fifteen students from underprivileged areas or homeless shelters to a day at the zoo to see firsthand the spectacular wildlife, and to gain an insight into the importance of protecting wildlife and their habitats.
- Purchase livestock so a family in Africa can be self sufficient for food.
- Help a group of citizens to meet with legislators on a forest-related bill.
- Empower solutions to global environmental problems.
- Provide six therapy sessions for a senior with a disability.
- Provide financial aid to a low income student working towards a diploma.
- Support a knowledgeable person for a semester who visits classrooms in conjunction with the placement of at-risk terrapin in aquariums for student study and understanding. Terrapin are released in the spring.
- Provide a metal ramp that will allow a wheelchair bound individual to roll from a pier onto a pontoon boat.
- Provide soccer shoes for an entire community's youth team.

- Purchase four computers with adaptive equipment for blind students.
- Buy the special material used by two scientists in one day doing the exceedingly complex research that will one day save lives.
- Provide two electric reels, with rods, that can be used by individuals who do not have the upper body strength to fish or cast without them.
- Provide a highly trained and experienced Hotline Advocate who can offer crisis intervention, information and referrals for victims of domestic violence, their friends and family.

## **TAB 12.5   INSPIRATIONAL THOUGHTS FOR MOTIVATING CONTRIBUTORS**

“I am only one, but still I am one. I cannot do everything, but still I can do something; I will not refuse to do the something I can do.” **Helen Keller**

“Never doubt that a small group of thoughtful, committed citizens can change the world. Indeed, it is the only thing that ever has.” **Margaret Mead**

“It is one of the most beautiful compensations of this life that no man can sincerely try to help another without helping himself.” **Ralph Waldo Emerson**

“Keep hope alive.” **Martin Luther King, Jr.**

“You cannot hope to build a better world without improving individuals. We all must work for our own improvement and at the same time-share a general responsibility for all humanity.  
**Marie Curie**

“If a free society cannot help the many who are poor, it cannot save the few who are rich.” **John F. Kennedy**

“Kindness is the language which the deaf can hear and the blind can see.” **Mark Twain**

“No act of kindness, however small, is wasted.” **AEsop**

“Remember, we all stumble, every one of us. That’s why it’s a comfort to go hand in hand.”  
**Emily Kimbrough**

“We make a living by what we get, but we make a life by what we give.” **Winston Churchill**

“We began by imagining that we are giving to them; we end by realizing that they have enriched us.” **Pope John Paul II**

“Our greatest destiny is to serve ourselves and our fellow man (and woman).” **Franklin D. Roosevelt**

“If you are kind, people may accuse you of selfish, ulterior motives; be kind anyway. The good you do today, people will often forget tomorrow; do well anyway. Give the world the best you have, and it may never be enough. Give the world the best you’ve got anyway.” **Mother Theresa of Calcutta**

“When you were born, you cried and the world rejoiced. Live your life in such a manner that when you die, the world cries and you rejoice.” **Old Indian Saying**

“You must be the change you wish to see in the world.” **Mahatma Gandhi**

“To laugh often and much, to win the respect of intelligent people and the affection of children, to earn the appreciation of honest critics and endure the betrayal of false friends, to appreciate

beauty, to find the best in others, to leave the world a bit better, whether by a healthy child, a garden patch, or a redeemed social condition, to know even one life has breathed easier because you have lived, this is to have succeeded!" **Ralph Waldo Emerson**

Maybe one less child will go hungry,  
Maybe one person's pain will be eased;  
Maybe one more step will be taken,  
Toward a cure for a fatal disease.  
So ignore the doubters and cynics,  
And be proud of the good that you do;  
Every hope for a better tomorrow,  
All begins with and comes back to you. (Author Unknown)

## **A Thanksgiving Message**

The arrival of Thanksgiving Day is, for many of us, the beginning of a holiday season that brings us joy and warmth against the cold. I hope that you and those close to you will celebrate according to your beliefs and traditions, and take time to appreciate the good things in life.

Unfortunately, not everyone has reason or means to fully enjoy the blessings which most of us take for granted. That is why the gift you make to the Combined Federal Campaign (CFC) means so much. Whether it is the child who goes to bed hungry, the homeless person braving the cold, the gravely ill man or woman, or the older person who is sad and alone in the world – your gift can help a charitable agency make a difference in someone's life. And there are so many other worthwhile organizations which are part of the Campaign which contribute to humanity's welfare and well-being.

To those who have already given, thank you for your kindness and generosity. For those who are undecided, I urge you to review the Catalog of Caring or visit the CFC WEBSITE, [www.cfcnca.org](http://www.cfcnca.org) for more information about how you can help. The CFC theme is "Be a Star in Someone's Life," and your gift may bring a dividend of a cure for a deadly disease, a cleaner and safer environment, or simply the knowledge that you have done something loving and good.

Have a happy and healthy Thanksgiving, and enjoy the holiday season to come.

## TAB 12. 6 ADMINISTRATIVE COSTS

Administrative costs or overhead are not an evil. They are necessary in order to run most programs. It's the misuse or abuse of these costs to which we object. Very few organizations can run without some administrative costs. Rent, phones, electricity, air conditioning, heating, office furnishings and supplies are just some overhead items.

Some employees have indicated that they do not contribute to charities via CFC because they believe it would increase the amount of money spent for "overhead." They arrive at this conclusion by adding the cost of running CFC to the operating costs of participating charities, as shown in their listings in the Catalog of Caring. While this appears to be a logical assumption, it is not an accurate depiction of the true costs, as discussed below.

- It costs charities almost nothing to participate in the CFC, other than the time and postage to submit an application, and any publicity they do during the campaign. They put up no cash in advance, and receive whatever is designated to them plus their share of undesignated money, minus the actual cost of running the campaign.
- Participation in CFC actually reduces charities' overall overhead costs, since the CFC money is added to their revenues, but they have very little corresponding cost to raising that money. Therefore, a more appropriate way to analyze overhead would be to compare the eight per cent CFC cost vs. their other overhead costs, rather than adding the two together.
- The greatest advantage to charities of participating in CFC is that federal employees can give larger gifts via payroll deduction than they might do in responding to (very expensive) mail or phone solicitations. And since the deductions are "automatic," they don't have to guess at how much might be raised through a particular fund raising event or activity of their own.
- Perhaps the best evidence that charities view CFC as an excellent way to raise money is that more than 3,500 of them will participate in the upcoming campaign. If they did not think it was to their advantage to do so, they would not be part of CFC.
- Your personal contributions to your favorite charities outside of CFC are not free from administrative costs either. You may not know what percentage of your contributions they use for overhead. Is there any limit on the administrative cost from your dollars? With CFC you know what it is.
- Organizations can better plan their budgets based on a known amount of funds that they will receive monthly from the CFC.
- CFCNCA runs this campaign for less than eight per cent which is phenomenal when you realize that other CFC's across the country have higher administrative costs. The Better Business Bureau says that if you find a charity that uses 35 per cent or less of contributors' donations for administrative costs, that is a worthwhile charity.

## **TAB 12.7.1 MEMORANDUM FOR MANAGERS/SUPERVISORS**

### **Subject: Combined Federal Campaign (CFC) Keyworkers & Team Captain Support**

As your Fall 2009 Combined Federal Campaign (CFC) Chair, I am looking forward to a very successful campaign. I am confident that our 2009 CFC can be even more successful than last year's; however, I need your help in organizing and structuring our Campaign Team.

It is essential that you ensure each CFC Keyworker is limited to soliciting no more than 15 employees and that each CFC Team Captain is assigned to assist and supervise no more than 15 Keyworkers. This ratio is absolutely critical to the success of our campaign because the proven solicitation approach is a one-on-one, face-to-face interaction between Keyworkers and a limited number of employees. This year, each Keyworker will be encouraged to initially make a group CFC solicitation, and then follow up with a brief one-on-one interaction to the 15 employees he or she has been assigned. Your supportive endorsement of this campaign approach will optimize overall results.

I also urge you to provide sufficient time for your Keyworkers and Team Captains to participate and perform their respective campaign duties. CFC time away from normal duties is minimized when each CFC Keyworker is assigned to no more than 15 employees. The 1 to 15 ratio of Team Captains to Keyworkers will also enable the CFC Captains to supervise Keyworkers and allow Captains the sufficient time to properly and efficiently perform their vital duties. This proven CFC solicitation arrangement will optimize both your employees' time and CFC participation in your agency.

Each year, the CFC and those who benefit from CFC must rely on the effectiveness of the key fund raising staff. I thank you for your assistance in developing a CFC organization for a high performance campaign.

## **TAB 12.7.2 MEMORANDUM FOR KEYWORKERS & TEAM CAPTAINS**

**Subject: 2009 Combined Federal Campaign (CFC)**

I want to thank each of you for undertaking CFC Keyworker or CFC Captain duties for the 2009 CFC effort. For those of you serving as Keyworkers, I've requested that your supervisors ensure you have sufficient time to perform your vital duties and make a personal face to face of solicitation for contributions, and that each of you be assigned to solicit no more than 15 employees. This should reasonably enable you to optimize your CFC time and efforts. To those of you serving as CFC Team Captains, please ensure you are assigned no more than 15 Keyworkers and that your Keyworkers are provided the materials and assistance needed to complete their duties.

This year, I want to urge each of you to follow a proven solicitation approach in which Keyworkers first conduct a group meeting with the 15 employees to whom he or she is assigned, and then a one-on-one follow up solicitation with each employee. In the group meeting, Keyworkers should appeal for CFC support and participation, and distribute CFC materials. Please follow-up directly with each assigned employee to make your "personal ask" and enable all the opportunity to contribute to CFC.

I'm confident we will make our 2009 Campaign outstanding in every respect. Let's increase our CFC participation, achieve our dollar goal in less time than previous campaigns, raise more dollars than ever before and achieve the highest possible CFC Unit Award level. On behalf of the many benefiting from your kind and generous work, I sincerely thank you for your Keyworkers and Team Captain efforts.

## **TAB 12.7.3 MEMORANDUM FOR ALL PERSONNEL**

### **Subject: Fall 2009 Combined Federal Campaign (CFC)**

The Fall 2009 Department of Defense [Agency Name] Combined Federal Campaign officially gets underway on \_\_\_\_\_. As the Chair for our campaign, I am really looking forward to the [Agency Name] in the National Capital Area achieving another successful CFC Fund raising result. Appropriately, the CFC theme this year is ‘The Compassion of Individuals. The Power of Community’.

The CFC provides each of us with an annual opportunity to voluntarily help others and ourselves by donating to community, national and international level human, health and environmental service organizations. This year, over 3,500 human and health service organizations, are listed in the CFC Catalog of Caring, and given the diversity of those organizations, there is certainly at least one cause deserving consideration for your personal contribution. Please also realize that local military installation-based family support services are listed in the CFC Catalog of Caring and are therefore available for your contributions. These installation services provide critical assistance to our local military families.

The CFC properly encourages contributions via payroll deduction each year. In selecting the payroll deduction option, you will be able to optimize the size of your contribution, as well as more easily manage incremental deductions from your hard-earned pay evenly across the year. For those of you who generously contribute one per cent or two per cent of your base salary to CFC, I encourage you to immediately display or proudly wear your CFC Eagle or Double Eagle Pin during the campaign to help promote optimal personal levels of CFC generosity.

To previous CFC contributors, I applaud your demonstrated kindness. For those of you who intend to contribute again, or on a first time basis, I salute your caring spirit. Please join me, our vice chair Mr./Ms. X, your campaign manager Mr./Ms. X and the entire campaign team in making this our best ever Combined Federal Campaign fund raising result.



**THANK YOU!!**



**COMPASSION**  
OF INDIVIDUALS  
THE **POWER**  
OF COMMUNITY