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**Immediate Action
INTERIM CHANGE**

Headquarters,
Department of the Army
Washington, DC
27 September 1983

*AR 600-29
Interim Change
IO2
Expires 27 September 1985

Personnel--General

Fund-Raising Within the Department of the Army

Justification. This interim change is forwarded to the field to announce new procedures for conduct of the 1983 Combined Federal Campaign from the Office of Personnel Management, published as a final rule in the Federal Register on 1 August 1983 in order to comply with Executive Order 12353 of 23 March 1982 as amended by Executive Order 12404, dated 10 February 1983. The amendment provides a clear statement of the purposes of the Combined Federal Campaign and clarifies the criteria that determine the eligibility of a private voluntary charitable agency for authorization to solicit contributions in the Federal workplace. It also improves some technical aspects of campaign administration.

Expiration. This interim change expires 2 years from date of publication and will be destroyed at that time unless sooner rescinded or superseded by a permanent change.

AR 600-29, 15 October 1978, is changed as follows:

Appendix A, Manual on Fund-Raising Within the Federal Service for Voluntary Health and Welfare Agencies, is superseded by the following section:

A. Administration and General Provisions

1. Definitions.
2. Summary Description of the Program.
3. Federal Policy on Civic Activity.
4. Preventing Coercive Activity.

B. Organization and Functional Responsibilities

1. Development of Policy and Procedures.
2. Program Administration.
3. Program Coordination.
4. Local Voluntary Agency Representatives.

*This interim change supersedes interim change IO1, dated 12 August 1982.

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5. Local Federal Agency Heads.
6. Local Federal Coordinating Committees.
7. Avoidance of Conflicts of Interest.

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A. Administration and General Provisions

1. Definitions.

(a)(1) The terms "voluntary agency," "voluntary health and welfare agency," "voluntary charitable agency," and "voluntary charitable health and welfare agency" mean an organization that:

(1) is organized and operated for the purpose of rendering, or of materially or financially supporting the rendering of one or more of the following services directly to, and for the direct benefit of, human beings:

- (A) Delivery of health care to ill or infirm individuals;
- (B) Education and training of personnel for the delivery of health care to ill or infirm individuals;
- (C) Health research for the benefit of ill or infirm individuals;
- (D) Delivery of education, training, and care to physically and mentally handicapped individuals;
- (E) Treatment, care, rehabilitation, and counseling of juvenile delinquents, criminals, released convicts, persons who abuse drugs or alcohol, persons who are victims of intra-family violence or abuse, persons who are otherwise in need of social adjustment and rehabilitation, and the families of such persons;
- (F) Relief of victims of crime, war, casualty, famine, natural disasters, and other catastrophes and emergencies;
- (G) Neighborhood and communitywide services that directly assist needy, poor, and indigent individuals, including provision of emergency relief and shelter, recreation, transportation, the preparation and delivery of meals, educational opportunities, and job training;
- (H) Legal aid services that are provided to needy, poor, and indigent individuals solely because of their inability to afford legal counsel and without a policy or practice of discrimination for or against the kind of cause, claim, or defense of the individual;
- (I) Protection of families that, on account of need, poverty, indigence, or emergency, are in long-term or short-term need of family, child care, and maternity services, child and marriage counseling, foster care, and guidance or assistance in the management and maintenance of the home and household;
- (J) Relief of needy, poor, and indigent infants and children, and of orphans, including the provision of adoption services;
- (K) Relief of needy, poor, and indigent adults and of the elderly;

(L) Assistance, consistent with the mission of the Department of Defense to members of the Armed Forces and their families;

(M) Assistance, consistent with the mission of the Federal agency or facility involved, to members of its staff or service who, by reason of geographic isolation, emergency conditions, injury in the line of duty, or other extraordinary circumstances, have exceptional health or welfare needs; or

(N) Lessening of the burdens of government with respect to the provision of any of the foregoing services;

(ii) Meets all eligibility requirements established in this Part; and can show that it met all such requirements for the full fiscal year of the organization for the period immediately preceding the closing date established by the Director for the submission of its application for admission to the Combined Federal Campaign for a particular year.

(iii) Is an organization described in, and qualifying under, 25 USC 501(c)(3); is not an "action organization" within the meaning of 28 CFR 1.501(c)(3)-1(3); and is eligible to receive tax-deductible contributions under 26 USC 170;

(iv) Does not participate in, or intervene directly or indirectly in, any political campaign on behalf of or in opposition to any candidate for public office, or on behalf of any side or position in a public referendum, initiative, or similar procedures; and

(v) Except as provided in A1(a)(4), has articles or organization that do not expressly empower the organization to, and the organization does not, expend more than the proportions set forth in A1(a)(2) of its total expenditures on any or all of the following activities:

(A) Activities that are not in furtherance of the purposes set forth in A1(a)(1)(i);

(B) Activities (other than activities directly related to the organization's participation in the Combined Federal Campaign) for purposes of influencing legislation or rulemaking at any level of Federal, State, or local government; and

(C) Activities for purposes of litigation (including contributing to the expenses thereof), other than litigation undertaken as a necessary part of the provision of legal aid services as set forth in A1(a)(1)(i)(H); provided that the activities described in this paragraph A1(a)(1)(v)(C) shall not include activities to protect the existence of the organization, its tax exempt status, its participation in the Combined Federal Campaign, or its own direct

and private interests, as opposed to the interests of the causes or policy goals that it supports.

(2) The maximum level of expenditures permitted by Al(a)(1)(v) without disqualifying an organization from participation in the Combined Federal Campaign shall be 15 percent of the organization's total annual expenditures; provided that the level of expenditures thus made in the aggregate, on any and all activities identified in Al(a)(1)(v) may not, in any one year, exceed the sum of \$1,000,000; and provided further that no more than one-fourth of the maximum level of expenditures thus made may be expended in any one year as grass roots expenditures.

(3) For purposes of the preceding paragraph, the following definitions shall apply:

(i) The term "influencing legislation" shall have the same meaning that it has in 26 USC 4911(d);

(ii) The term "influencing rulemaking" shall have the same meaning that the term "influencing legislation" in 28 USC 4911(d) would have if the term "rulemaking" were substituted therein for the term "legislation," and the term "government agency" were substituted therein for the term "legislative body";

(iii) The term "rulemaking" shall have the same meaning that the term "rulemaking" has in 5 USC 551(5) (i.e., meaning agency process for formulating, amending, or repealing a rule);

(iv) The term "expenditures" shall mean all money expended or debts incurred by the organization;

(v) The term "total annual expenditures" shall mean all expenditures made by the organization in its fiscal year; and

(vi) The term "grass roots expenditures" shall mean all expenditures made by the organization for the purposes described in 26 USC 4911(d)(1)(A) (i.e., the term "influencing legislation" means any attempt to influence any legislation through an attempt to affect the opinions of the general public or any segment thereof) and for the purposes that would be described in 28 USC 4911(d)(1)(A) if the term "rulemaking" were substituted therein for the term "legislation."

(4) An organization that has been notified by the Director that it does not satisfy the requirements of Al(a)(1)(v) may nonetheless petition the Director for inclusion in the Combined Federal Campaign. The Director shall, from time to time, announce through the Federal Personnel Manual System or other appropriate instruments the time, place, and manner in which such a petition may be filed. The petition shall set forth specific facts and circumstances in support thereof. The Director shall grant the petition if he determines that

the organization's activities described in paragraphs (A), (B), and (C) of Al(a)(1)(v), taken as a whole:

(i) Do not significantly exceed the limits described in Al(a)(2), taking into account other indices of activity not adequately accounted for by the measurement of expenditures (such as the use of volunteer services or in-kind contributions); and

(ii) Are in direct furtherance of the organization's activities described in Al(a)(1)(i). Any such determination by the Director shall be in writing, shall succinctly state the basis for the determination, and shall be available to the public.

(b) Campaign terms:

(1) "Director" shall mean the Director of the United States Office of Personnel Management, or his delegate;

(2) "Employees" shall mean any person employed by the government of the United States of any branch, unit, or instrumentality thereof, including persons in the civil service and in the uniform services;

(3) "Combined Federal Campaign" or "Campaign" or "CFC" shall mean the fund-raising program established and administered by the Director pursuant to Executive Order 12353, as amended by Executive Order 12404 and any subsidiary units of such program;

(4) "Community" shall mean a community that is defined either by generally recognized geographic bounds or by its relationship to an isolated government installation;

(5) "Direct Contributions" shall mean gifts, in cash or in donated in-kind material, given by individuals and/or other nongovernmental sources directly to the spending health and welfare organization;

(6) "Indirect Contributions" shall mean gifts, in cash or in donated in-kind material, given to the spending health and welfare organizations by another health and welfare organization, but not transfers, dues, or other funds from affiliated organizations or government, which are not to be considered as public "contributions."

(c) The term "Principal Combined Fund Organization" (or Organization) means the organization in a local Combined Federal Campaign that has been selected and so prescribed in section E5 to manage and administer the local Combined Federal Campaign, subject to the direction and control of the local Federal Coordinating Committee and the Director. All of its Campaign duties shall be conducted under the title "Principal Combined Fund Organization for _____ (local CFC)" and not under the corporate title of the qualifying federation.

2. Summary Description of the Program.

(a) Eligibility of National Voluntary Agencies. National voluntary agencies apply to the Director each year for on-the-job solicitation privileges in the Federal Government. Early each calendar year, the Director issues a list of agencies that have met the prescribed standards as to program objective, eligibility, administrative integrity, and financial responsibility.

(b) Assigned campaign periods. In the United States, Combined Federal Campaigns are held when set by the Director, usually in the fall; the DOD Overseas Combined Federal Campaign is also usually held during the fall. The solicitation period for a Combined federal Campaign is normally limited to six weeks, but may be extended for good cause by the local Federal Coordinating Committee.

(c) Combined Federal Campaign. At locations where there are 200 or more Federal personnel, all campaigns must be consolidated into a single, annual drive, known as the Combined Federal Campaign. The campaign is managed by the organization designated as the Principal Combined Fund Organization, in accord with E5, under the supervision of the local Federal Coordinating Committee and the Director. Such campaigns are conducted under administrative arrangements that provide for individual voluntary agency recognition, description of each voluntary agency's services, and allocation of contributions in accordance with specific designations by donors.

(d) Decentralized operations. The federalism principle shall guide Campaign organization. Following designation of a Principal Combined Fund Organization, local representatives of that Organization initiate campaigns in their local community by direct contact with the heads of Federal offices and installations. Each Federal agency conducts its own solicitation among its employees, using campaign materials, supplies, and speakers furnished by or through the Principal Combined Fund Organization, under the direction of the local Federal Coordinating Committee and the Director.

(e) Solicitation methods. Employee solicitations are conducted during duty hours using methods that permit true voluntary giving and reserve to the individual the option of disclosing any gift or keeping it confidential.

(f) Off-the-job solicitation. Many worthy voluntary agencies do not participate in the on-the-job program because they do not wish to join in its coordinated arrangements or because they cannot meet the requirements for eligibility. Such voluntary agencies may solicit Federal employees at their homes as they do other citizens of the community, or appeal to them through union, veteran, civic, professional, political, legal defense, or other private organizations. In addition, limited arrangements may be made for off-the-job solicitations on military installations and at entrances to Federal buildings.

(g) Prohibited discrimination. The Campaign is a means for promoting true voluntary charity among members of the Federal community. Because of the participation of the Government in organizing and carrying out the Campaign, all kinds of discrimination prohibited by law to the Government must be proscribed in the Campaign. Accordingly, discrimination for or against any individual or group on account of race, color, religion, sex, national origin of citizens, age, handicap, or political affiliation is prohibited in all aspects of management and execution of the Campaign. Nothing herein denies eligibility to any voluntary agency, which is otherwise eligible under this section to participate in the Campaign, merely because such voluntary agency is organized by, on behalf of, or to serve persons of a particular race, color, religion, sex, national origin, age or handicap.

3. Federal Policy on Civic Activity. Federal personnel are encouraged to participate actively in the work of voluntary agencies as members of policy boards or committees, heads of local campaign units, or volunteer workers to the extent consistent with Federal agency policy and prudent use of official time. They are encouraged also to devote private time to such volunteer work.

4. Preventing Coercive Activity. True voluntary giving is basic to Federal fund-raising activities. Actions that do not allow free choices or even create the appearance that employees do not have a free choice to give or not to give, or to publicize their gifts or to keep them confidential, are contrary to Federal fund-raising policy. The following activities are not in accord with the intent of Federal fund-raising policy and, in the interest of preventing coercive activities in Federal fund-raising, are not permitted in Federal fund-raising campaigns:

- (a) Supervisory solicitation of employees supervised;
- (b) Setting 100 percent participation goals;
- (c) Providing and using contributor lists for purposes other than the routine collection and forwarding of contributions and installment pledges;
- (d) Establishing personal dollar goals and quotas; and
- (e) Developing and using lists of noncontributors.

B. Organization and Functional Responsibilities

1. Development of Policy and Procedures.

(a) Director, U.S. Office of Personnel Management. Under Executive Order 12353, (March 23, 1982), Charitable Fund-Raising, and No. 12404 (February 10, 1983), Charitable Fund-Raising, the Director is responsible for establishing charitable fund-raising policies and procedures in the Executive Branch. With the advice of appropriate interested persons and organizations and of the Executive departments and agencies concerned, he makes all basic policy,

procedural, and eligibility decisions for the program. The Director may authorize the conduct of demonstration projects in one or more CFC locations to test alternative arrangements differing from those specified for the conduct of fund-raising activities in Federal agencies.

(b) Eligibility committees. A National Eligibility Committee shall consist of a chairman and such other members selected by the Director as he deems necessary, who shall serve at the pleasure of the Director. Local eligibility shall be determined by the local Federal Coordinating Committees. The National Eligibility Committee is responsible for recommending to the Director:

(1) Eligibility determinations on national federations and national voluntary agencies;

(2) Modification of eligibility standards and requirements as needed; and

(3) Any other matters as requested by the Director.

2. Program Administration.

(a) Federal agency heads. The head of each Federal Executive department and agency is responsible for:

(1) Seeing that voluntary fund-raising within the Federal department or agency is conducted in accordance with the policies and procedures prescribed herein.

(2) Designating a top-level representative as Fund-Raising Program Coordinator to work with the Director as necessary in the administration of the fund-raising program within the Federal agency;

(3) Assuring full participation and cooperation in local fund-raising campaigns by all installations of the Federal agency.

(4) Assuring that the policy of voluntary giving and clear employee choice is upheld during the fund-raising campaign; and

(5) Providing a mechanism to look into employee complaints of undue pressure and coercion in Federal fund-raising. Federal agencies shall provide procedures and assign responsibility for the investigation of such complaints. Personnel offices shall be responsible for informing employees of the proper organization channels for pursuing such complaints.

(b) Fund-raising program coordinators. The responsibilities of Federal agency fund-raising program coordinators are to:

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(1) Cooperate with the Director, the local Federal Coordinating Committee, and the Principal Combined Fund Organization in the development and operation of the program;

(2) Maintain direct liaison with the Office of the Director in the administration of the program;

(3) Publicize program requirements throughout the Federal department or agency;

(4) Answer inquiries about the program from officials and employees and from external sources; and

(5) Investigate and arrange for any necessary corrective action on complaints that allege violation of fund-raising program requirements within the Federal agency.

3. Program Coordination. The Directory coordinates the Federal agencies' administration of the fund-raising program and maintains liaison with voluntary agencies.

4. Local Voluntary Agency Representatives. Federated and national voluntary agencies provide their State and local representatives with policy and procedural guidance on the Federal program. The local representatives are responsible for furnishing educational materials, speakers, and campaign supplies as may be required and appropriate to the Federal program.

5. Local Federal Agency Heads. The head of the Federal department or agency provides the heads of the local Federal offices and installations with copies of the Federal fund-raising regulations. The local Federal agency heads are responsible for:

(a) Cooperating with representatives of the local Federal Coordinating Committee, the Principal Combined Fund Organization, and local Federal officials in organizing local Federal campaigns;

(b) Undertaking official campaigns within their offices or installations and providing active and vigorous support with equal emphasis for each authorized campaign;

(c) Assuring that personal solicitations on the job are organized and conducted in accordance with the procedures set in these regulations;

(d) Assuring that authorized campaigns are kept within reasonable administrative limits of official time and expense.

6. Local Federal Coordinating Committee.

(a) When there are a number of Federal agency offices and installations in the same local area, some interagency coordination is necessary in order to achieve effective community-wide campaigns and to improve general understanding and compliance with the fund-raising program. The Director assigns the responsibility for local coordination to existing organizations of Federal agency heads whenever possible and to special committees where needed. The local Federal Coordinating Committee is authorized to make all decisions within the provisions and policies established herein on all aspects of the local campaign, including eligibility and the supervision of the local community campaign and the Principal Combined Fund Organization. Such decisions may be appealed, however, to the Director.

(b) Authorized local Federal Coordinating Committee. Coordinating responsibility is assigned by the Director to one of the following organizations:

(1) Federal Executive Boards. The boards exist in principal cities of the United States for the purpose of improving interagency coordination. They are composed of local Federal agency heads who have been designated as Board members by the heads of their departments and agencies under Presidential authority.

(2) Federal Executive Associations and Federal Business Associations, self-organized associations of local Federal officials, and the Department of Defense National Policy Coordinating Committee.

(3) Fund-Raising Program Coordinating Committee. These committees are established in communities where there is no Federal Coordinating Committee in existence. Leadership in organizing such a committee is the responsibility of the head of the local Federal installation that has the largest number of civilian and uniformed services personnel. Local Federal agency heads or their designated representatives serve on the committee and determine all organizational arrangements.

(c) Employee union representation. In order to ensure employee participation in the planning and conduct of the CFC, employee representatives from the principal employee unions of local Federal installations should be invited to serve in whatever organization exercises local coordinating responsibilities.

(d) Fund-raising responsibilities. Within the limits of the policies, procedures, and arrangements made nationally, the fund-raising responsibilities of local Federal Coordinating Committees are to:

(1) Facilitate local campaign arrangements. The Federal Coordinating Committee (i) names a high-level chairman for the authorized Federal campaigns, (ii) provides lists of Federal activities and their personnel strength, (iii) cooperates on interagency briefing sessions and kick-off-meetings, and (iv) supports appropriate publicity measures needed to assure campaign success.

(2) Administer program requirements. The Coordinating Committee is responsible for organizing the local Combined Federal Campaign, supervising the activities of the Principal Combined Fund Organization, and acting upon any problems relating to a voluntary agency's noncompliance with the policies and procedures of the Federal fund-raising program.

(3) Develop understanding of campaign program policies and procedures and voluntary agency programs. The local Federal Coordinating Committee serves as the central medium for communicating program, policies and procedures of the Campaign and for understanding the organizations employees are being asked to support and how employees can obtain services they may need from these organizations.

(e) Principal Combined Fund Organization. The local Federal Coordinating Committee will supervise a local Principal Combined Fund Organization. The Principal Combined Fund Organization will raise money from Federal employees and administer the local campaign under the direction of the local Federal Coordinating Committee.

(f) Communication and resolution procedures through the Director, Office of Personnel Management. Each local Federal agency head will receive fund-raising directions through his Federal agency channels and will raise questions that pertain to fund-raising activities within his Federal agency by the same means. However, the local Federal Coordinating Committee refers unresolved local fund-raising questions or problems that are common to several Federal agencies directly to the Director. The Director communicates directly with the chairman of the local Federal Coordinating Committee for information about the local fund-raising situation.

(g) Integrity of local Federal Coordinating Committee. A local Federal Coordinating Committee may not serve as a Principal Combined Fund Organization.

(h) Review of local Federal Coordinating Committee eligibility decisions. Local eligibility decisions shall be made by the local Federal Coordinating Committee. Local Committees shall determine whether a voluntary agency has direct, human health and welfare services available to Federal employees in the local campaign solicitation area. Such decisions shall be made at an open meeting of the local Federal Coordinating Committee and upon giving notice to interested parties. Interested parties denied admission to the Campaign may petition the local Federal Coordinating Committee to reconsider its denial of admission. Such petition for reconsideration may be dismissed as untimely unless it is received by the local Federal Coordinating Committee within ten (10) days after the petitioning party has received actual or constructive notice of the decision of which reconsideration is sought. A petition for reconsideration shall be supported by facts justifying reversal of the original decision. If the local Federal Coordinating Committee unanimously refuses to reconsider its decision, or reconsiders its decision and unanimously affirms the denial of admission, then its decision shall be final. If at least one member of the local Federal Coordinating Committee believes that the decision merits further review, or if

the local Federal Coordinating Committee, having received a petition for reconsideration, fails to act thereon within ten (10) days of its actual receipt thereof, then the matter may be appealed pursuant to the provisions of E13(e) to the Director, whose decision shall be final.

7. Avoidance of Conflicts of Interest. Any Federal employee who serves on the Eligibility Committee, a local Federal Coordinating Committee, or as a Federal agency fund-raising program coordinator must not participate in any decision situations where, because of membership on the board or other affiliation with a voluntary agency, there could be or appear to be a conflict of interest.

C. Campaign Arrangements for Voluntary Agencies

1. Types of Voluntary Agencies. Voluntary agencies are private, nonprofit, self-governing organizations financed primarily by contribution from the public. Some are national in scope, with a national organization that provides services at localities through State or local chapters or affiliates. Others are primarily local, both in form of organization and extent of services.

2. Types of Fund-Raising Methods.

(a) The methods used by voluntary agencies in public fund-raising will be either federated or independent. A national federated group must meet the same eligibility criteria as a national agency, and have at least 10 local voluntary agency presences in at least 300 local combined campaigns. In federated campaigns, local voluntary agency representatives join contractually into a single organization for fund-raising purposes. A local United Way, united fund, community chest, or other local federated group may be considered and supported as a single agency. Local chapters or affiliates of national agencies can form local federations or be admitted as additional participating members of national federated groups.

(b) An independent campaign is one conducted by a local unit of a national voluntary agency through its own fund-raising organization, or by a local non-affiliated agency which otherwise meets established eligibility criteria. Voluntary agencies may conduct independent campaigns or participate in a federation.

3. Considerations in Making Federal Arrangements.

(a) On-the-job-solicitation. In order to have only one on-the-job solicitation, i.e., a Combined Federal Campaign, individual appeals must be combined into a single joint campaign of eligible health and welfare organizations in conformance with the policies and procedures prescribed herein.

(b) Campaign arrangements established nationally. Basic campaign arrangements are established by the Director. Local Federal agency heads and Coordinating Committees are not authorized to vary from the established arrangements except to the extent that local variations are expressly provided for herein.

(c) Number of solicitations. Not more than one on-the-job solicitation will be made in any year at any location on behalf of voluntary agencies, except in the case of emergency or disaster appeal for which specific prior approval has been granted by the Director.

(d) Responsible conduct. In the event a national voluntary agency fails to adhere to the eligibility requirements or to the policies and procedures of the Federal program, solicitation privileges may be withdrawn by the Director at any time after due notice to the voluntary agency and opportunity for consultation.

4. Definition of Terms Used in Federal Arrangements.

(a) Domestic area. The 50 United States, and the Commonwealth of Puerto Rico.

(b) Overseas area. All other points in the world where Federal employees or members of the uniformed services are stationed.

(c) Recognized National Voluntary Agency. A voluntary agency that has been declared eligible by the Director for participation in campaigns in the Federal establishment.

(d) National Voluntary Agency "supported primarily through United Ways, United Funds, and Community Chests." A voluntary agency that generally solicits within the Federal establishment as a participating member of United Ways, united funds, community chests, or other local federated groups that are members in good standing of, or are recognized by, United Way of America.

(e) Federated community. A federated community is a geographical location within the domestic area where a federated fund-raising program exists. In a federated community, recognized national voluntary agencies can join a federated campaign group or participate individually. However, voluntary agencies "supported primarily through United Ways, united funds, and community chests" are authorized to solicit on-the-job in a federated community only as participating members of the local United Way, fund, or chest.

(f) Local nonaffiliated voluntary health and welfare agency. Local non-affiliated voluntary agencies are voluntary agencies that provide health and welfare services in the local area, and otherwise meet the established eligibility criteria other than the national scope of D2(c).

5. Federated and Overseas Campaigns.

(a) Authorized Federated groups. (1) United Way of America and any local United Way, united fund, community chest, or other local federated group that is a member in good standing of or is recognized by, United Way of America and that meets the eligibility requirements in these regulations is authorized on-the-job

solicitation privileges in its local campaign area on behalf of any of its member voluntary agencies that also meet these requirements. Certifications as to the eligibility requirements on behalf of local United Ways, united funds, and community chests and each member voluntary agency will be made by United Way of America to the Director.

(2) The American Red Cross, the National Health Agencies, the International Service Agencies, the National Service Agencies, and such other federated groups which shall meet the eligibility standards under this section as determined by the Director, shall be authorized on-the-job solicitation privileges on behalf of their member voluntary agencies that also meet all requirements herein. Certification for each subunit that they meet such requirements will be made to the Director.

(3) A member voluntary agency of a federated group need meet only the specific eligibility requirements of D3. Member agencies of federated groups are responsible for furnishing to their respective federated groups adequate evidence of their compliance with all eligibility requirements, and federated groups are responsible for ensuring that such adequate evidence is properly furnished and, as needed, revised. Failure by a member voluntary agency to meet the requirements will disqualify the federated group that certified such voluntary agency from soliciting contributions, unless after notice to the group of intent to cancel, corrective action is taken to the satisfaction of the Director. If appropriate corrective action is not taken, the Director may disqualify the federated group.

(b) Local federated agencies. To be eligible for participation in the Federal fund-raising program, the local federated group must be broadly representative in its board and committee membership of the community and must be making bona fide efforts to meet community needs. Requirements for participation in a local federated group must be in writing, available to the public, reasonable, and applied fairly and uniformly to all local voluntary agencies requesting participation. Procedures must be provided by the federated group for at least one review of any decision denying participation requested by a local voluntary agency. The review must be conducted by a committee or other body within the federated group that did not participate in the original decision. A written statement of the reasons for denial must be provided to the applicant voluntary agency. Where a local chapter or affiliate of a national voluntary agency is precluded from independent participation in the Federal fund-raising program because the local voluntary agency is not approved for federated participation, such chapter or affiliate may request the Director, after securing a report by the federated group, to determine whether or not the reasons for its non-approval were "arbitrary and capricious."

(c) "Causes." Solicitation for a health or other "cause," e.g., for "Mental Health" or Heart Disease," without identification of the specific voluntary agency for which the funds are sought, is not authorized. All funds

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collected from Federal personnel must be allocated only to specific voluntary agencies.

(d) Designation of federated area. The recognition of a local Federal Coordinating Committee by the Director designates the community served by that Committee as a recognized local campaign site. Two or more authorized local Federal Coordinating Committees are authorized to develop coordinated solicitations best suited to the needs of their localities.

(e) Overseas Campaign. (1) DoD Overseas Combined Federal Campaign.

(i) A Combined Federal Campaign is authorized for all Department of Defense activities in the overseas areas during a six-week period in the fall. Voluntary agencies that may participate in the Overseas Combined Federal Campaign will consist of: The American Red Cross; the United Service Organization; those national health agencies recognized for campaigns in the domestic area (the Federal Service Campaign for the National Health Agencies); and those international service agencies recognized for campaigns in the domestic area, and any national or federated voluntary agency recognized for overseas campaigns. Any of these voluntary agencies is eligible to be a Principal Combined Fund Organization.

(ii) Contributors to the DoD Overseas Combined Federal Campaign designate their gifts to one or more of the eligible agencies or the Principal Combined Fund Organization. The Principal Combined Fund Organization for the overseas campaign shall pay the amounts collected directly to the designated voluntary agencies, less "shrinkage" and the processing fee, if any, that is approved in advance of the overseas area responsible for the local campaign arrangements.

(2) Local Voluntary Agency campaigns. The heads of overseas offices and installations may, at their discretion, permit the solicitation of their military and civilian personnel for local voluntary agencies. Such campaigns will be conducted in accordance with the basic policies and procedures of the Federal program and at times which do not conflict with the DoD Overseas Combined Federal Campaign period. The eligibility standards in D will be used as guidelines in determining the eligibility of local voluntary agencies. Federal leadership in organizing such campaigns will be assumed by the head of the overseas Federal establishment that has the largest number of Government personnel in the campaign area.

(3) Optional participation by certain civilian agencies. Federal civilian departments and agencies that have traditionally considered their overseas personnel as members of the National Capital Area for fund-raising purposes may continue this practice.

(4) On-Base Health and Welfare Activities. On-base morale, welfare, and recreational activities may be supported from CFC funds.

6. Off-the-Job Solicitation at Places of Employment. Voluntary agencies that are not recognized for the on-the-job program may be authorized off-the-job solicitation privileges at places of Federal employment under such reasonable conditions as may be specified by the local head of the Federal installation involved provided that such conditions are not inconsistent with this Section. Dual solicitation is not authorized, so this privilege cannot be made available to any voluntary agency that is included in the on-the-job program.

(a) Family quarters on military installations. Voluntary agencies may be permitted to solicit at private residences or at similar on-post family public quarters in unrestricted areas of military installations at the discretion of the local commander. However, such solicitation may not be conducted by military or civilian personnel in their official capacity during duty or non-duty hours, nor may such solicitation be conducted as an official command-sponsored project. This restriction is not intended to prohibit or to discourage military and civilian personnel from participating as private citizens in voluntary agencies during their off-duty hours.

(b) Public entrances of Federal buildings and installations. Voluntary agencies that engage in limited or specialized methods of solicitation—for example, the use of "poppies" or other similar tokens by veterans organizations may be permitted to solicit at entrances or in concourses or lobbies of Federal buildings or installations normally open to the general public. Solicitation privileges will be governed by the rules issued by the General Services Administration pursuant to the Public Buildings Cooperative Use Act of 1976 or later modification, or other applicable Government legal authority.

D. Eligibility Requirements for National Voluntary Agencies

1. Purpose. These eligibility requirements are established to ensure that:

(a) Only responsible and worthy voluntary agencies are permitted to solicit on-the-job in Federal installations;

(b) The funds contributed by Federal personnel will be used effectively and for the announced purposes of the soliciting voluntary agencies; and

(c) All recognized national voluntary agencies meet requirements of Executive Order 12353 (March 23, 1982) and Executive Order 12404 (February 10, 1983).

2. General Requirements for National Agencies.

(a) Type of agency. Only nonprofit, tax-exempt, charitable organizations, supported by voluntary contributions from the general public and providing direct and substantial health and welfare and other appropriate national voluntary services through their national organization, affiliates, or representatives are eligible for approval. All such services must be consistent with the policies of the United States Government.

(b) Integrity of operations. Only voluntary agencies having a high degree of integrity and responsibility in the conduct of their affairs will be approved. Funds contributed to such organizations by Federal personnel must be effectively used for the announced purposes of the voluntary agency.

(c) National scope. A national voluntary agency must demonstrate that:

(1) It is organized on a national scale with a national board of directors that represents its constituent parts, and exercises close supervision over the operations and fund-raising policies of any local chapters or affiliates.

(2) It has earned good will and acceptability throughout the United States, particularly in cities or communities within which or nearby are Federal offices or installations with large numbers of personnel.

(3) It has national scope, that is, scale, goodwill, and acceptability; this may be demonstrated as follows:

(i) By a voluntary agency's provision of a service in many (c one quarter) States, or in several foreign countries, or in several parts of one large foreign nation;

(ii) By derivation of contributor support from many parts of the Nation;

(iii) By the extent of public support and the number and the geographical spread of contributors; and

(iv) By the national character of any public campaign, which may be shown by an applicant having at least 200 local chapters, affiliates, or representatives that promote its campaign.

(d) Type of campaign. Approval will be granted only for fund-raising campaigns in support of current operations. Capital fund campaigns are not authorized.

3. Specific requirements.

(a) Eligibility. To be eligible for approval by the Director for participation in the Combined Federal Campaign, a national voluntary agency must be one:

(1) That is a voluntary charitable health and welfare agency as defined in Al.

(2) That is voluntary and broadly supported by the public, meaning (i) that it is organized as a not-for-profit corporation or association under the laws of the United States, a State, a territory, or the District of Columbia; (ii) that it is classified as tax-exempt under Section 501(c)(3) and is eligible

to receive tax deductible contributions under Section 170 of the Internal Revenue Code of 1954, as amended; and (iii) that, with the exception of voluntary agencies whose revenues are affected by unusual or emergency circumstances, as determined by the Director, it has received at least 50 percent of its revenues from sources other than the Federal Government or at least 20 percent of its revenues from direct and/or indirect contributions in the year immediately preceding any year in which it seeks to participate in the Combined Federal Campaign (organizations founded within the past three years participating in the CFC before this section became effective will have three (3) years, and all other organizations in the CFC will have one (1) year to comply with the 50 percent/20 percent requirement);

(3) That is directed by an active board of directors, a majority of whose members serve without compensation; that adopts and employs the Standards of Accounting and Financial Reporting for Voluntary Health and Welfare Organizations; that prepares and makes available to the general public an annual financial report prepared in accordance with the Standards of Accounting and Financial Reporting for Voluntary Health and Welfare Organizations and is certified, using the form in Appendix B of this section, by an independent certified public accountant; that provides for an annual external audit by an independent certified public accountant.

(4) That can demonstrate to the Director, if its fund-raising and administrative expense is in excess of 25 percent of total support and revenue, that its actual expense for those purposes is reasonable under all the circumstances in its case.

(5) That ensures that its publicity and promotional activities are based upon its actual program and operations, are truthful and nondeceptive, and include all material facts; and

(6) That has a direct and substantial presence in the local campaign community, meaning that Federal employees and their families are able to receive, within a reasonable distance from their duty stations or homes, services that are directly provided by the voluntary agency or that demonstrably depend upon, or derive from, the specific research, educational, support, or similar activities of the particular voluntary agency. Demonstration of direct and substantial presence in the local campaign community, including adequate documentation thereof, shall at all times, and for all purposes, be the burden of the voluntary agency. Such direct and substantial presence shall be determined in light of the totality of the circumstances in each case, including, but not necessarily limited to, consideration of the following factors:

(i) The availability of services, such as examinations, treatments, inoculations, preventive care, counseling, training, scholarship assistance, transportation, feeding, institutionalization, sheltering, and clothing, to persons working and living in the local campaign community.

(ii) The presence within the local campaign community, or within reasonable commuting distance thereof, of a facility at which services are rendered or through which they may be obtained, such as an office, clinic, mobile unit, field agency, or direct provider, or specific demonstrable effects of research, such as personnel or facilities engaged therein or specific local applications thereof.

(iii) The availability to persons working or residing in the local campaign community of communication with the voluntary charitable agency by means of home visits, transportation, or telephone calls, provided by the voluntary agency at no charge to the recipient or beneficiary of the service.

(iv) Awareness within the local Federal community of the existence, activities, and services of the voluntary charitable agency. Provided that voluntary charitable health and welfare agencies whose services are rendered exclusively or in substantial preponderance overseas and that meet all the eligibility criteria set forth, except for the requirement of direct and substantial presence in the local campaign community, shall be eligible to participate in each local solicitation area of the Combined Federal Campaign.

(b) Fund-Raising Practice. The voluntary agency's publicity and promotional activities must assure protection against unauthorized use of its contributors lists; must permit no payment of commissions, kickbacks, finders fees, percentages, bonuses, or overrides for fund-raising; and must permit no general telephone solicitation of the public.

(c) Reports. (1) Annual Report. The voluntary agency must prepare an annual report to the general public that includes a full description of the voluntary agency's activities and accomplishments and the names of chief administrative personnel.

(2) Combined Reports. Voluntary agencies which represent more than one subunit must prepare a combined annual financial report to the general public in accordance with the Standards of Accounting and Financial Reporting for Voluntary Health and Welfare Organizations. The combined report shall include all income and expenditures for the national operations and all chapters, committees, affiliates, or satellites.

(3) Source of Funds and Costs Report. The voluntary agency must file a special report with the Director that discloses, on a consolidated basis, the agency's (including chapters and affiliates) sources of funds, fund-raising expense, and use of net funds in its most recent fiscal year.

4. Application requirements.

(a) Federated groups. The American Red Cross, United Ways and local community chests or united funds that are members in good standing of or are

recognized by United Way of America, the National Health Agencies, the International Services Agencies, the National Service Agencies, and such other federated groups shall be recognized under C, and do not need to apply separately as National Agencies. For purposes of this Section, the American Red Cross and its chapters are recognized as operating an accounting and financial system in substantial compliance with the Standards of Accounting and Financial Reporting for Voluntary Health and Welfare Organizations and certification to this effect by local chapters is not required.

(b) National agencies. In order to be considered for solicitation privileges in domestic or overseas campaigns in the Federal service, each national voluntary agency must file an application annually. National voluntary agencies that have already been approved for fund-raising privileges in the Federal services are not required to submit the information requested in paragraphs (f)(1), (2), (3), (4) and (8), below, except where there has been a substantial or significant changes in these items; for example, a change in purpose of the organization or a decline in chapter coverage or activity. They are required to furnish information in paragraphs (f)(1), (5), (6), (7), (9), (10), (11), and (12), below.

(c) Time and place of filing. Applications must be filed with the Office of the Director, United States Office of Personnel Management, Washington, DC 20415. Applicants are urged to file as early as possible in each calendar year. Deadlines by which filings must be made will be announced each year through the Federal Personnel Manual System, CFC memoranda, and other appropriate instruments.

(d) National eligibility. The Director, with the assistance of a National Eligibility Committee of government officials, employee organization leaders, and private citizens, uses the information filed with the agency's application and derived from other responsible sources to make his decision on an agency's eligibility. The National Eligibility Committee shall consider the applications fairly, hold meetings and hearings as appropriate, and make recommendations to the Director. National eligibility shall only give a presumption of local eligibility; voluntary agencies must also meet the requirements of D3. Where a local chapter of an eligible national voluntary agency is denied participation in a local campaign, it may appeal to the Director, whose decision shall be final.

(e) Notice of decision. Applicants for national eligibility are to be notified of the decisions as soon as possible after filing. If dissatisfied with the Director's decision, the applicants may request reconsideration of the decision by the Director. The Director's decision upon reconsideration will be final.

(f) Form and content of application. Applications shall be filed in the following form and will include the information, documents, and data specified:

- (1) Corporate name and fiscal year.
- (2) Statement of origin, purpose, and structure of organization, including information to show clearly that the voluntary agency meets each of the general and specific requirements of D.
- (3) A list of chapters, affiliates, or representatives in alphabetical order by State; and under the State, a list of cities with chapter, affiliate, or representative by names and addresses;
- (4) Demonstration of the good will and acceptability of the organization throughout the United States.
- (5) Outline of the program, particularly the nature of the direct services provided by the voluntary agency and under what subparagraph of A1(a) (1)(1) the application is made, written assurance of compliance with all other requirements of section A1(a) and D2 through D3.
- (6) Description of board of director's administrative activity in past year and list of current board members' names, addresses, and businesses or professions.
- (7) Certification by an independent certified public accountant of compliance with an acceptable financial system and adoption of the Uniform Standards.
- (8) Statement of compliance with all factors in the section on fund-raising practice.
- (9) Copy of latest annual report.
- (10) Copy of latest financial report prepared in accordance with the Standards of Accounting and Financial Reporting for Voluntary Health and Welfare Organizations and certification by an independent certified public accountant that the report was prepared in conformity with the Standards.
- (11) Copy of latest external audit by an independent certified public accountant.
- (12) A special report to the Director, consistent with the reporting requirements of the Standards. The report must include the voluntary agency's sources of funds, expenditures by program service, and supporting services with fund-raising and other expenditures listed separately. The report must cover the most recent fiscal year and represent a consolidated statement of national and affiliate income and expenditures. The amount of contributions received from United Ways, united funds or community chests, from Federal service campaigns, and the total from all other sources, especially transfers, dues, or other funds from affiliated organizations, must be separately identified and

shown. All entries must be reported in dollar and percent of total contribution. The report must be furnished in accordance with the format shown in appendix A to this section.

(g) The Director shall be authorized to investigate facts and circumstances on issues relating to eligibly raised under these regulations.

5. Public announcement of recognized agencies and assigned periods. Early in the calendar year the Directory will announce the names of all national voluntary agencies eligible for participation in the Federal fund-raising program for the ensuing campaign year.

Appendix A to Subpart D
Source of Funds and Costs Report
(for the year ending _____)

Organization: _____

Public support

Received Directly:.....	\$ _____
Contributions.....	_____
Special Events (net of direct benefit costs of \$ _____).....	_____
Legacies and bequests.....	_____
Subtotal.....	_____

Received Indirectly:

Federated campaigns (e.g., United Way).....	_____
Federal service campaigns.....	_____
Other Contributions.....	_____
Subtotal.....	_____

Total Support from the Public..... _____

Revenue:

Grants from Federal Government agencies (including grants in-kind).....	_____
Grants from State or local government agencies (including Medicaid).....	_____
Memberships.....	_____
Program service fees (including Medicare).....	_____
Sales of materials and services to member units (net of direct expenses).....	_____
Sales of materials and services to the public (net of direct expenses).....	_____
Transfers, dues, etc., from affiliated organizations, etc.....	_____
Investment income.....	_____
Gain on investment transactions.....	_____
Other income.....	_____
Total Revenue.....	_____

Total Public Support and Revenue..... _____

Expenses

Program services	
(program).....	_____
Subtotal.....	_____

Supporting services.....	_____
Management and general.....	_____
Fund-raising.....	_____
Subtotal.....	_____

Total Expenses..... _____

Excess (deficiency) of public support and
revenue over expenses..... _____

Appendix B

Certificate

Name of Organization _____

I certify that the above-named organization has adopted, and has prepared its financial statements in accordance with the Standards of Accounting and Financial Reporting for Voluntary Health and Welfare Organizations (1974 Edition) prepared and published by the National Health Council, Inc., the National Assembly of National Voluntary Health and Welfare Organizations, Inc. and the United Way of America.

Signature: _____

Address: _____

E. The Local Combined Federal Campaign

i. Authorized local voluntary agencies.

(a) A local voluntary agency shall meet the same criteria as a national voluntary agency, except national scope, and shall be evaluated under the criteria set forth in this section by the local Federal Coordinating Committee recognized by the Director for that community.

(b) A local affiliate of an eligible national agency shall be given a presumption of eligibility for admission to the local campaign by the local Federal Coordinating Committee, but it must also meet the local presence criterion of D3(a)(6).

(c) Local nonaffiliated voluntary health and welfare agencies shall be evaluated separately by the local Federal Coordinating Committee to determine whether they are eligible.

(d) If a local nonaffiliated voluntary agency receives less than \$3,000 in designated contributions in a local campaign for a single year, then the local Federal Coordinating Committee may, in its discretion, debar the local nonaffiliated voluntary agency from participating in the local campaign for a period not to exceed three (3) years thereafter.

(e) An on-base morale, welfare, and recreational activity authorized by a military base commander may be supported from CFC funds.

2. Participation in Federal campaigns by local affiliated agencies.

(a) Arrangements shall be established by each local Federal Coordinating Committee to evaluate local voluntary agencies that seek to solicit separately from local federated groups. These procedures shall require eligible local voluntary agencies to preregister with the local Federal Coordinating Committee to participate in the Combined Federal Campaign for that year. An eligibility meeting shall be held to decide which agencies are eligible. Arrangements shall be made by the Central Receipt and Accounting Point to distribute contributions to eligible voluntary agencies, after appropriate adjustments are made for "shrinkage" and approved administrative costs.

(b) Application procedures. In order to be eligible for participation in the Combined Federal Campaign, each local voluntary agency must submit an application for registration in the CFC to the local Federal Coordinating Committee. Applications may be submitted jointly for member agencies in federated groups. The Federal Coordinating Committee is responsible for reviewing and taking action on the applications based on eligibility requirements in this section, especially those of D. The Local Federal Coordinating Committee may request a qualified screening organization to assist in the processing and review of applications against the eligibility requirements and in recommending approval

or denial of the application, but the local Federal Coordinating Committee must make the actual decisions. If the Federal Coordinating Committee determines that eligibility requirements are not met, reasons for that determination will be provided to the voluntary agency within 60 days of the receipt of the application.

3. Responsibility of Local Federal Coordinating Committees. Each Federal Coordinating Committee is required to organize a Combined Federal Campaign in the local area for which it has fund-raising responsibility. The heads of Federal departments and agencies will request their local officials to cooperate fully with the decisions of the Federal Coordinating Committee in all aspects of CFC arrangements. The Federal Coordinating Committee makes all final decisions on the local campaign, subject to appeal to the Director.

4. Local CFC plan.

(a) CFC as uniform fund-raising method. The Combined Federal Campaign is the only authorized fund-raising method in all areas in the United States in which 200 or more Federal employees are located. All voluntary agencies wishing to participate in fund-raising within the Federal service must do so within the framework of a local Combined Federal Campaign.

(b) Non-participation. In the event that any voluntary agency does not follow these regulations for participation in a local CFC, fund-raising privileges in local Federal establishments are forfeited during that fiscal year. Voluntary withdrawal will not prejudice eligibility for the next year's Campaign.

(c) Red Cross participation. In local communities where the American Red Cross is not a participating member of the local United Way, it will be regarded as a separate campaign organization in the campaign. American Red Cross chapters have independent authority with respect to fund-raising policy, so responsibility for deciding on participation in CFC rests with the local chapter board of directors. As with the other national organizations, in the event local American Red Cross chapters choose not to participate in CFC, they are not authorized to have a separate campaign in local Federal offices or installations during the fiscal year involved, except in the case of an emergency or disaster appeal for which specific prior approval has been granted by the Director.

(d) Exceptions in areas of less than 200 Federal employees. Where there are fewer than 200 Federal employees in the local campaign area, it may not be practicable to hold a Combined Federal Campaign. Therefore, in such areas local Federal officials are not required to arrange for a Combined Federal Campaign. However, if they believe it would be desirable from the standpoint of the local community or the Federal Government to have such a campaign, they may contact the Director to arrange a Combined Federal Campaign regardless of the number of employees involved. Where a CFC is not conducted because of lack of sufficient Federal employees, the local united fund is authorized to solicit within the Federal establishment during the fall of the year and other Federated groups are

authorized to conduct a separate spring campaign. Where the American Red Cross is not a member of the local united fund and the area will not have a CFC, then the Red Cross may conduct an independent campaign during the month of March. However, payroll deductions for charitable contributions are only authorized in conjunction with Combined Federal Campaigns.

5. Organizing the Local Campaign: The Principal Combined Fund Organization. The Local Federal Coordinating Committee shall organize the local community campaign. It will appoint a campaign chairman who will carry out campaign duties in conformance with the policies and procedures prescribed in this section. From among the federations approved for participation in the local CFC, the local Federal Coordinating Committee shall select a Principal Combined Fund Organization to manage the campaign and to serve as fiscal agent. In doing so, the Federal Coordinating Committee shall select whichever applicant organization it finds to be the local federated group in the CFC geographic area that provides, through one specific, annual public solicitation for funds, the greatest support for charitable agencies that depend on public subscriptions for support; that, in the judgment of the Federal Coordinating Committee, can most effectively provide the necessary campaign services and administrative support for the successful Campaign.

(a) In deciding whether an organization is the Principle Combined Fund Organization in the CFC geographic area, the Federal Coordinating Committee will consider.

(1) The number of local charitable voluntary agencies or affiliates in the CFC geographic area that rely on the applicant organization for financial support and that meet the prescribed eligibility criteria for participation in the CFC.

(2) The number of dollars raised by the applicant organization in the CFC geographic area during its last completed annual public solicitation for funds;

(3) The percentage of such dollars disbursed to the charitable voluntary agencies; and

(4) The local capacity of the applicant organization to provide the necessary campaign services and administrative support (including operation of the Central Receipt and Accounting Point) to the local Federal Coordinating Committee for a successful Federal campaign in conformance with the policies and procedures prescribed in this section.

(b) An organization seeking to be designated the Principal Combined Fund Organization in a CFC area shall submit its application for such designation to the local Federal Coordinating Committee for approval within thirty days after the Director has determined eligible federations. All such applicants must pledge to manage the campaign fairly and equitably; to conduct organization

operations separate from other voluntary agency operations; to consider advice from, be responsible to reasonable requests for information from, and to consult with other agencies; and to be subject to the decisions and supervision of the local Federal Coordinating Committee and the Director. Upon submission of a complaint by a local Federal Coordinating Committee or a federated or national voluntary agency, the Director may revoke the designation as a Principal Combined Fund Organization if in his discretion he finds these pledges are not fulfilled.

(c) Applications shall include the following: (1) The names of the voluntary agencies in the area that rely on the applicant organization for financial support and that meet the eligibility criteria set in this section;

(2) The boundaries of the area covered by the public donation solicitation of the applicant organization;

(3) The number of dollars raised in the CFC geographic area by the applicant during its last completed annual public solicitation for funds;

(4) The percentage of such dollars disbursed to the charitable agencies;

(5) Agreement to transmit contributions, as designated by Federal employees, to charitable organizations approved for participation and listing in the local CFC (minus only "shrinkage"- that is, uncollectible pledges and gifts- and the approved fee for administrative cost reimbursement);

(6) Certification that it, and its participating member organizations, are in compliance with all applicable eligibility requirements specified in this section for participation in the CFC;

(7) Fee, if any proposed to be charged by the applicant organization for reimbursement for administrative costs; and

(8) Statement that the applicant organization is organized to provide the necessary campaign services and support to the local Federal Coordinating Committee for a successful Federal campaign in conformance with the policies and procedures prescribed in this section.

(d) Federated groups, member agencies of federations and other voluntary agencies certified for listing and receipt of designations through the approved local or national admission process shall be eligible to receive designations.

(e) The Principal Combined Fund Organization shall provide a form for the employee to indicate any amounts he may wish to designate to affiliated and non-affiliated beneficiaries. The Principal Combined Fund Organization shall pay the amount collected to the employee-designated beneficiary agency less "shrinkages" and the amount necessary to reimburse the Principal Combined Fund Organization for administrative expenses.

(f) The fee, if any, charged for administrative cost reimbursement must be approved in advance by the local Federal Coordinating Committee and published in the campaign literature.

(g) All contributions not designated to specific voluntary agencies or specific federated groups shall be deemed to have been designated to the Principal Combined Fund Organization. A statement of that fact shall be clearly stated on the face of each pledge card in red ink, which shall also state the name of the federated group which is the Principle Combined Fund Organization in that local Campaign.

(h) The Principal Combined Fund Organization shall issue a report to the local Federal Coordinating committee within a reasonable time following the campaign setting forth the following information:

- (1) Amounts contributed and pledged,
- (2) Number of contributors,
- (3) Amounts designated to each participating federated group and voluntary agency,
- (4) Amount designated to the Principal Combined Fund Organization, and
- (5) Costs of administering the campaign, including the Central Receipt and Accounting Point.

(i) CFC committee. Where necessary, the local Federal Coordinating Committee may designate a committee from among its principal members, called the CFC Committee, to give top leadership and direction to the planning, conduct and evaluation of the local combined campaign. The Federal Coordinating Committee, however, may not redelegate any final authority for the campaign to the CFC Committee. The Chairman of the Campaign need not be the Chairman of the organization designated as the local Federal Coordinating Committee.

(j) Action steps by the Local Federal Coordinating Committee. (1) The Chairman of the local Federal Coordinating Committee is authorized to establish a Local Joint Work Group of Federal representatives and representatives of the Principal Combined Fund Organization. The Chairman shall direct the Principal Combined Fund Organization to assemble necessary information and to submit a plan detailing materials and a timetable for campaign arrangements. This shall include the dates for preparation, printing and distribution of materials, kick-offs, training sessions, report meetings and award ceremonies. All of these, including the specific materials to be used, shall be submitted to the full local Federal Coordinating Committee for approval on a day to be announced broadly to participating voluntary agencies and federated groups and to the

Director. An adequate opportunity shall be provided for participating federated groups and voluntary agencies to review and comment on all proposals.

(2) The local Federal Coordinating committee will set a date or dates each year for local eligibility hearings. Such meeting or meetings shall be reported to the Director, and given wide publicity in the local community and to the voluntary agencies and federated groups which have applied for eligibility.

(k) Loaned Executive Program. One or more loaned Federal executives may be used in a Combined Federal Campaign. The Loaned Executive Program was authorized by President Nixon in a memorandum to heads of departments and agencies dated March 3, 1971. A Loaned Executive may be detailed from his agency on a full- or part-time basis, for a specific period of time, to conduct or assist in the operation a Combined Federal Campaign. The employing agency will decide who will serve as a Loaned Executive, if anyone, and the length of the detail. Executives may not be loaned or assigned to any specific voluntary organization but only to the official Combined Federal Campaign group. When assigned to the CFC, the executive shall be placed on administrative leave.

6. Basic local CFC ground rules.

(a) The arrangements outlined in E6 through E13 constitute basic ground rules for the local Combined Federal Campaign. Certain local variations are permissible if specially authorized in this part. However, any modification of ground rules in specific instances must be requested by Federal Coordinating Committees from the Director. Modifications will be granted only in the most exceptional circumstances.

(b) The local Federal Coordinating Committee will approve the: (1) Campaign name. The name will include the words "Combined Federal Campaign;" the year for which contributions are solicited; and approximate identification of the locality; as for example: "1981 San Antonio Area Combined Federal Campaign."

(2) Campaign period. The solicitation period may be any period between September 1 and November 30.

(3) Campaign area. The exact geographical area to be covered by the combined campaign will be determined nationally, taking into account past practice and the feasible scope for a single coordinated campaign. The jurisdiction of the organization named as the local Federal Coordinating Committee will set the basic area of the Campaign, based upon past practices. Any changes in campaign area must be approved by the Director.

7. Contributions.

(a) The contributor's information leaflet will clearly state that the Federal employee is encouraged to direct his gift to specific voluntary agencies. A single form of pledge card and leaflet-brochure will be produced under standards set in this section, and approved by the Director. The leaflet

will explain that when such gifts are earmarked to a specific voluntary agency, the Principal Combined Fund Organization will remit such funds, less approved administrative costs, in accordance with the donor's wishes as those funds are collected. The leaflet will also clearly state that when the Federal employee decides not to designate, the gift will be deemed designated to the Principal Combined Fund Organization for distribution.

(b) Several boxes will be provided on the pledge form so that the donor may indicate his choice, if any, of one or more of the voluntary agencies listed to receive all or part of his gift. A minimum of five boxes for such purposes will be shown on the face of and on all copies of the pledge card itself. Separate designation slips are not authorized under any circumstances. The pledge card must be arranged so that each Federal employee receives the pertinent CFC and voluntary agency information and the pledge card as a single package (as examples, inserted in a slot or pocket in the contributor's information leaflet).

(c) If contributions are designated to organizations not participating in the local CFC, they will not be accepted but will be returned to the contributor.

8. Dollar goals.

(a) A dollar goal for the overall combined campaign is recommended. Generally, it provides a focus for group spirit and unity of purpose that contributes materially to success. By apportioning the goal equitably among the Federal offices and installations, each Federal agency shares responsibility in the team effort and has a mark with which to gauge its progress.

(b) In developing the proposed goal, the local Federal Coordinating Committee should take into account past giving experience in local Federal campaigns, the needs and reasonable expectations of the voluntary agencies in the current campaign situation, and the probability of a substantial increase in the level of giving due to the single campaign and payroll payment plan. The objective should be to set a goal that is attainable, which can be exceeded in an enthusiastic and purposeful campaign.

(c) Dollar goals are not required. An alternative approach is to rely on "suggested giving" as the principal incentive. For example, the "goal" could be 75 percent participation at the suggested giving level.

9. Suggested Giving Guides and Voluntary Giving.

(a) Suggested giving guides for contributions are authorized for local constructions. Guides for cash giving or direct-payment pledges may be included in terms of percent of annual income, number of hours pay, or suggested size of gift in relation to various income levels. Guides may be printed in the contributor's leaflet or on the pledge form. They will be accompanied by a

statement explaining that the guide is provided because employees often ask for one, but that the decision to give and the amount is up to each employee.

(b) Federal agencies are not authorized to furnish individual employee suggested giving guides based upon the employee's specific pay or grade; a guide of this kind is comparable to an individual quota or assessment, which is prohibited.

(c) The contributor's leaflet or the pledge form must include the express statement that the employee has the right to make his gift confidentially in a sealed envelope which will be delivered unopened to the Combined Federal Campaign headquarters.

10. Central Receipt and Accounting for Contributions.

(a) The Principal Combined Fund Organization shall provide and administer the Central Receipt and Accounting Point or it may arrange for an appropriate financial institution to provide such service on its behalf, under the direction of the local Federal Coordinating Committee. Any charges by such institution to provide the necessary services are the responsibility of the Principal Combined Fund Organization and should be included in the latter organization's administrative costs factor.

(b) The central accounting point will tabulate all contributions designated to specified agencies on the pledge cards and then tabulate the contributions designated to the Principal Combined Fund Organization. The amounts payable to the specified voluntary agencies are subject to deduction "shrinkage" and of the approval percentage, if any, for reimbursement of administrative costs to the Principal Combined Fund organization.

(c) Provision must be made by the Principal Combined Fund Organization for the audit of CFC funds. If the CFC is over \$100,000, an independent audit must be performed. Copies of the audits must be submitted to appropriate local Federal officials and made available for inspection by any voluntary agency or federation participating in the CFC.

(d) In addition to the usual method of cash contribution and direct payment of pledges, the use of voluntary payroll withholding is authorized for members of the uniformed services and civilian personnel at CFC locations. Local voluntary agencies may decide whether or not to provide for direct payment of pledges; however, cash contributions must be permitted. Keyworker collection of installment pledges is prohibited.

11. Campaign and Publicity Materials.

(a) Campaign and publicity materials will be developed in the local area under direction of the local Federal Coordinating Committee, and will be printed and supplied by the Principal Combined Fund Organization. All disputes over

materials will be resolved by the local Federal Coordinating Committee, except that failure to follow this section or other directive of the Director may be appealed to the Director. All publicity must have the approval of the local Federal Coordinating Committee before being used.

(b) Distribution of any bona fide educational material of the voluntary agencies or provision of other services to employees at Federal establishments must be handled through the Federal agency occupational health units, and not the CFC coordinators. While there is no intent to restrict the normal educational or service activities that voluntary agencies provide in Federal agencies, no special distribution of materials or services should be planned within Federal facilities during the campaign, giving undue publicity to a particular voluntary agency or category of voluntary agencies during the campaign period. Violation of this requirement by any voluntary agency may be grounds for the local Federal Coordinating Committee to disqualify the voluntary agency from further participation in the local CFC for that year after due notice to the voluntary agency concerned.

(c) A single Contributor's Information Leaflet, a one-part list of participating voluntary agencies, and a single, joint Pledge Form and Payroll Withholding Authorization (the latter two preferably to be placed in an insert slot or otherwise assembled in the former) are to be distributed by keyworkers to each potential contributor. The Pledge Form and Payroll Withholding Authorization must be one form. All CFC literature, keyworker solicitors, and materials released as a part of the campaign must inform employees of their right to make a choice and will provide full information about the voluntary agencies, federated groups, and the Principal Combined Fund Organization. Employees will be informed that while the Federal Government encourages its employees to make a choice, it does not mandate that they choose.

(d) Campaign materials must constitute a simple and attractive package that has fund-raising appeal and essential working information. Treatment should focus on the combined campaign and homogeneous appeal without undue use of voluntary agency symbols or other distractions that compete for the contributor's attention. Extraneous instructions concerning the routing of forms, tallying of contributors, etc., which are primarily for keyworkers, must be avoided.

(e) Specific campaign and publicity materials: (i) Contributor's Leaflet.

(i) This will be the only informational material distributed to individual contributors. It will describe the CFC arrangement, explain the payroll deduction privilege, and will include the information required by E7. The leaflet should be constructed to contain a pocket or a slot to hold the CFC pledge card.

(ii) The leaflet will provide instructions about how an employee may obtain more specific information about voluntary agencies participating in the campaign, their programs, and their finances. It will also inform employees

of their right to pursue complaints of undue pressure or coercion in Federal fund-raising activities. The leaflet will advise civilian employees to consult with their personnel offices and military personnel with their commanding officers to identify the organization handling such complaints in their respective Federal agency.

(iii) A Privacy Act notice must be printed on the leaflet.

(2) Separate list of participating voluntary agencies.

(1) This brochure will list each voluntary agency approved by the appropriate Federal officials for participation in the CFC with a brief statement of about 30 words on its programs. Opposite the name of each voluntary agency a number will be provided beginning with the number 101 so that contributors desiring to indicate a choice of agency or agencies to whom they wish their gift to be directed may insert such number or numbers in the designation boxes provided for that purpose on the pledge card. Each voluntary agency which is a member of a federated group shall be entitled, at its local option, to have that group designation added, in parenthesis, at the end of its statement.

(ii) The listing of voluntary agencies will also include therein the following generic titles reflecting the approved categories of services as a means to assist employees in making rational designations: children and family services, community coordination services, local federal personnel services, provision of basic needs and economic opportunity, health services/services to handicapped, international services, neighborhood services, acquisition of knowledge and skills, youth and recreation services, specialized and miscellaneous services. The order of assignment of these categories, and the order of voluntary agencies under them, will be reassigned by lot each year by the local Federal Coordinating Committee.

(iii) Federated groups will be listed, in an order set by lot each year, at the end of the list of voluntary agencies, under the title "Campaign Groups," with identification numbers keyed to the numbers of their participating federated groups. The federated group which is the Principal Combined Fund Organization will be so identified.

(iv) An illustration of the prescribed format is shown below.

Children & Family Services

101 (name of agency and group affiliation) (description of program)
 102 (name of agency and group affiliation) (description of program)
 103 (name of agency and group affiliation) (description of program)

Community Coordination

201 (name of agency and group affiliation) (description of program)
 202 (name of agency and group affiliation) (description of program)
 203 (name of agency and group affiliation) (description of program)

Local Federal Personnel Services

- 301 (name of agency and group affiliation) (description of program)
- 302 (name of agency and group affiliation) (description of program)
- 303 (name of agency and group affiliation) (description of program)
- * * * * *

Campaign Groups

- 701--International Service Agencies
- 702--National Service Agencies
- 703--National Health Agencies
- 704--American Red Cross
- 705--United Way/Community Chest, etc., of _____

(The statement: "This group also has been designated as the Principal Combined Fund Organization for _____" shall be added after the title of federated organization serving that function.)

(3) Pledge form and payroll withholding authorization.

(i) When completed, this working form will go to the Central Receipt and Accounting Point for the local area. The format for the pledge card is set by the Director and is available from the Office of Personnel Management.

(ii) One copy of this form will be used as the Payroll Withholding.

Authorization. When completed, this copy will go to the contributor's payroll office. Since there are some 1,400 separate payroll offices serving Federal personnel, the withholding authorization must be in a standard format and bear adequate identification of the local campaign.

(iii) The name and mailing address of the local CFC Central Receipt and Accounting Point will be printed at the top of the form. The name must be the same as that for the campaign and include the year; for example, "1981 San Antonio Area Combined Federal Campaign."

(iv) The box entitled "Identificatin No." will be used for the contributor's Social Security Number, except in the case of Federal agencies that have a separate payroll identification numbering system. There is no requirement to use this space and it should only be used when it aids in accounting or campaign management.

(f) Other campaign materials that are authorized include: (1) Chairman's Guide. For use of campaign chairmen in individual Federal installations.

(2) Keyworker's guide. Instructions for keyworkers about CFC arrangements, solicitation methods, and forwarding procedures.

(3) Keyworker's report envelope. With tally sheets (which may be printed on the envelope) on which the keyworker will list the names of contributors or the number of confidential envelopes enclosed.

(4) Miscellaneous campaign items. Contributor's receipt, window stickers, posters, progress charts, awards, etc.

(5) Publicity items. News stories and fillers for the local press and house organs, employee letters, speeches of campaign leaders, division chairman, films, television and radio material supporting the campaign; and

(6) Awards. To recognize campaign achievements by Federal agencies Federal agency chairmen, etc. Awards should be identified as "Combined Federal Campaign" awards. The presentation of awards and plaques by individual voluntary agencies or categories of voluntary agencies for CFC accomplishments is not permitted.

(g) National materials provided and made available for use by local CFCs will be developed by an organization named by the Director. The Director will provide opportunity for comment on such materials by interested parties prior to approval. He must approve all material prior to use.

12. Payroll Withholding. The following policies and procedures are authorized for payroll withholding operations in accordance with Office of Personnel Management regulations in 5 CFR Part 550, Pay Administration.

(a) Applicability. Voluntary payroll allotments will be authorized by all Federal departments and agencies for payment of charitable contributions to local Combined Federal Campaign organizations.

(b) Allotment. The allotment privilege will be made available to Federal personnel as follows:

(1) Employees whose net pay regularly is sufficient to cover the allotment are eligible. An employee serving under an appointment limited to 1 year or less may make an allotment to a Combined Federal Campaign when an appropriate official of the employing Federal agency determines the employee will continue his employment for a period sufficient to justify an allotment. (This includes part-time and intermittent employees who are regularly employed).

(2) Members of the Uniformed Services are eligible, excluding those on only short-term assignment (less than 3 months). (The Department of Defense has modified its military pay allotment regulations to authorize allotments for CFC charitable contributions by uniformed service members.)

(c) Authorization. (1) Allotments will be wholly voluntary and will be based upon contributors' individual written authorizations.

(2) Authorization forms in standard format will be printed by the Principal Combined Fund Organization at each location. The forms and other campaign materials will be distributed to employees when charitable contributions are solicited.

(3) Completed authorization forms should be transmitted to the contributors' servicing payroll offices as promptly as possible, preferably by December 15. However, if forms are received after that date they should be accepted and processed by payroll offices.

(d) Duration. Authorizations will be in the form of a term allotment for one full year—26, 24 or 12 pay periods depending upon the allotter's pay schedule starting with the first pay period beginning in January and ending with the last pay period that begins in December. (The standardization of beginning and ending dates, except for individual discontinuances, is intended to simplify payroll operations and minimize costs.) However, the fact that an employee or military member will not be on duty for the full year should not preclude acceptance of a payroll allotment if he has sufficient time in service remaining to make the allotment practicable. Three months or more would be considered a reasonable period of time for which to accept an allotment.

(e) Amount. (1) Allotments will make a single allotment which is apportioned into equal amounts for deductions each pay period during the year.

(2) The minimum amount for allotment will be determined by the local Federal Coordinating Committee but will be not less than \$1.00 bi-weekly, with no restriction on size of increment above the minimum.

(3) No change of amount will be authorized during the term of an allotment.

(4) For the purpose of simplicity and economy in payroll operations, no deduction will be made for any period in which the allotter's net pay, after all legal and previously authorized deductions is insufficient to cover the allotment. No adjustment will be made in subsequent periods to make up for deductions missed.

(f) Remittance. (1) One check will be sent by the payroll office each pay period, in the gross amount of deductions on the basis of current authorizations, to the Central Receipt and Accounting Point at each location for which the payroll office has received allotment authorizations.

(2) The check will be accompanied by a statement identifying the agency and the number of employee deductions. There will be no listing of allotments included or of allotment discontinuances.

(g) Discontinuance. (1) Allotments will be discontinued automatically:

(i) On expiration of the year withholding period.

(ii) On death, retirement, or separation of allotter from the Federal service.

(2) The allotter may revoke his authorization at any time by requesting it in writing from the payroll office. Discontinuance will be effective the first pay period beginning after receipt of the written revocation in the payroll office.

(3) A discontinued allotment will not be reinstated.

(h) Transfer. (1) When an allotter moves to another organizational unit served by a different payroll office in the same CFC location, whether in the same office or a different department or agency, his allotment authorization will be transferred to the new payroll office.

(2) When there is a delay in receiving the transferred authorization in the new payroll office, or when the allotter moves to a location covered by another CFC, the allotter should be permitted to complete a new authorization for the remainder of the one-year withholding period, which will supersede and revoke his previous authorization.

(3) When the allotter moves to a location not covered by a CFC, the allotment will automatically be terminated unless continued by the individual.

(i) Accounting. (1) Federal payroll offices will oversee establishment of individual allotment accounts, deductions each pay period, and reconciliation of employee accounts in accordance with agency and General Accounting Office requirements. The payroll office will accept responsibility for the accuracy of remittances, as supported by current allotment authorizations, and internal accounting and auditing requirements.

(2) The Principal Combined Fund Organization is responsible for the accuracy of transmittal of contributions. It shall transmit at least monthly for campaigns of \$100,000 or more or quarterly if less than that amount, minus only the shrinkage factor and approved fee for administrative cost reimbursement. It shall remit contributions, less approved administrative costs and shrinkage, to each agency or to the federated group, if any, of which the agency is a member if all member agencies of that federated group, participating in the local campaign, agree. It shall notify the federated groups, as soon as practicable after the completion of the campaign (but in no case more than 60 days thereafter), of the amounts, if any, designated to them and their member agencies and of the amounts of deemed-designated contributions, if any, allocated to them and their member agencies.

27 September 1983

(3) Federated and national voluntary agencies, or their designated agents, will accept responsibility for: (i) the accuracy of distribution among the voluntary agencies of remittances from the Principal Combined Fund Organization; and (ii) arrangements for independent audit agreed upon by the participating voluntary agencies.

13. National Coordination and Reporting.

(a) The Office for Regional Operations, U.S. Office of Personnel Management, is responsible under the Director for CFC arrangements.

(b) All local coordinating committees are required to notify the Office for Regional Operations of their campaign areas, their chairman's name and address, and the address of their Central Receipt and Accounting Point.

(c) All chairmen of local Federal Coordinating Committees are required to furnish reports of campaign results to the Office of Regional Operations by January 15 of each year. A reporting format will be furnished to CFC locations prior to that date requesting information on the results of the campaign, including the following:

- (1) Basic data (number solicited, number of contributors);
- (2) Payroll deductions (number authorizing, total pledged);
- (3) Designations;
- (4) Amount of undesignated receipts received by Principal Combined Fund Organization;
- (5) Campaign costs; and
- (6) Narrative summary evaluation of CFC arrangement based upon campaign experience. A copy of the report will be furnished to the local Federal Coordinating Committee, the Principal Combined Fund Organization, and a copy will be made available for inspection by other participating voluntary agencies and federated groups.

(d) All local activities will be coordinated with the national campaign under procedures issued by the Director through the Federal Personnel Manual system and a handbook of instructions (or other appropriate issuance) for use by participating voluntary organizations.

(e) Any decision of a local Federal Coordinating Committee that is appealed to the Director by any charitable agency or charitable federated group or by any applicant for solicitation privileges in a local campaign shall be given due weight by the Director. Any such appeal shall be looked upon with disfavor unless it raises a substantial question of fairness, construction of these

regulations, or application of the policies, procedures, directives, and guidance of the Director. Unless the Director orders otherwise, all burdens of proof, of persuasion, and of going forward shall be borne by the appellant. An appeal may be dismissed as untimely unless it is received by the Director within the ten (10) days next following after the appellant has received actual or constructive notice of the decision from which the appeal is taken. Every appeal shall be submitted in writing; shall set forth a concise statement of the decision from which the appeal is taken, the grounds for the appeal, and the relief sought by the appellant; and shall be accompanied by written proof that copies thereof have been served upon the local Federal Coordinating Committee and any other proper party in interest whose participation in the appeal may be appropriate for the just disposition thereof. The local Federal Coordinating Committee and any other proper party in interest may respond to the appeal. Every response, to be timely, shall be received by the Director within the five (5) days next following after the respondent has received actual or constructive notice of the appeal. Every response shall be submitted in writing; shall set forth a concise statement of the facts and arguments that the respondent believes are material; and shall be accompanied by written proof that copies thereof have been served upon the appellant and any other proper party in interest. The Director may, for good cause, extend or shorten the time limits herein set forth and waive requirements for written submissions and proofs of service. The Director may, in his sole discretion, review any decision of a local Federal Coordinating Committee and stay any decision of a local Federal Coordinating Committee pending his review thereof. All decisions of the Director shall be final, and shall be executed forthwith by the local Federal Coordinating Committee or by such other person or entity as the Director may direct to do so.

27 September 1983

(DAAG-PSI)

By Order of the Secretary of the Army:

JOHN A. WICKHAM, JR.
General, United States Army
Chief of Staff

Official:

ROBERT M. JOYCE
Major General, United States Army
The Adjutant General

Distribution:

To be distributed in accordance with DA Form 12-9A requirements for AR,
Personnel General. Active Army: D; ARNG: D; USAR: D.

CHANGE }
No. 3 }

HEADQUARTERS
DEPARTMENT OF THE ARMY
WASHINGTON, DC, 15 May 1981

PERSONNEL—GENERAL

FUND-RAISING WITHIN THE DEPARTMENT OF THE ARMY

Effective 15 June 1981

This change negates the authority of this regulation to govern on-the-job solicitation for military relief and aid organizations and deletes the reference to the Army Relief Society, which no longer exists.

Interim changes are not official unless they are authenticated by The Adjutant General. Users will destroy interim changes on their expiration dates unless sooner superseded or rescinded.

AR 600-29, 15 October 1978, is changed as follows:

1. Changed material is indicated by a star.
2. Remove old pages and insert new pages as indicated below:

Remove pages	Insert pages
3 and 4	3 and 4

3. File this change sheet in the front of the publication for reference purposes.

The proponent agency of this regulation is The Adjutant General's Office. Users are invited to send comments and suggested improvements on DA Form 2628 (Recommended Changes to Publications and Blank Forms) direct to HQDA(DAAG-PSI), WASH DC 20314.

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General, United States Army
Chief of Staff

Official:
J. C. PENNINGTON
Major General, United States Army
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CHANGE }
No. 2 }

HEADQUARTERS
DEPARTMENT OF THE ARMY
WASHINGTON, DC, 15 July 1979

PERSONNEL—GENERAL
FUND RAISING WITHIN THE
DEPARTMENT OF THE ARMY

Effective 15 August 1979

This change updates the regulation in accordance with the provisions of the Consent Order and Change 1 to DOD Directive 5035.5 dated 30 April 1979, entered in the case Riddles, et al. v. Department of the Army, Civil No. 78-1037 (D.D.C.).

Interim changes to this regulation are not official unless they are authenticated by The Adjutant General. Users will destroy interim changes on their expiration date unless sooner superseded or rescinded.

AR 600-29, 15 October 1978, is changed as follows:

1. New material is indicated by a star.
2. Remove old pages and insert new pages as indicated below:

<i>Remove pages</i>	<i>Insert pages</i>
1 and 2	1 through 2-1
.....	C-1
3. Change appendix B, page 11, paragraph G,5,a, (1) through (5): Add "by installation" at the end of subparagraph (1) through (5).
4. File this change sheet in front of publication for reference purposes.

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The proponent agency of this regulation is the US Army Adjutant General Center. Users are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) direct to HQDA (DAAG-PSI) WASH DC 20314.

By Order of the Secretary of the Army:

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CHANGE }
No. 1 }

HEADQUARTERS
DEPARTMENT OF THE ARMY
WASHINGTON, DC, 1 March 1979

PERSONNEL—GENERAL

FUND-RAISING WITHIN THE DEPARTMENT
OF THE ARMY

Effective 1 April 1979

This change updates appendix B in accordance with DOD Instruction 5035.5.

Users of this regulation will not implement interim changes unless the change document has been authenticated by The Adjutant General. (Interim changes expire 1 year after publication date.) If a formal printed change is not received by the time the interim change expires, users will destroy the interim change.

AR 600-29, 15 October 1978, is changed as follows:

1. New material is indicated by a star.
2. Remove old pages and insert revised pages as indicated below:

<i>Remove pages</i>	<i>Insert pages</i>
Appendix B with Authentication.....	Appendix B
-----	Authentication

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1 March 1979

C 1, AR 600-29

The proponent agency of this regulation is the US Army Adjutant General Center. Users are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) direct to HQDA (DAAG-PSI) WASH DC 20314.

By Order of the Secretary of the Army:

BERNARD W. ROGERS
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Chief of Staff

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ARMY REGULATION }
No. 600-29 }

HEADQUARTERS
DEPARTMENT OF THE ARMY
WASHINGTON, DC, 15 October 1978

PERSONNEL—GENERAL

FUND-RAISING WITHIN THE DEPARTMENT OF THE ARMY

Effective 15 November 1978

This revision updates the regulation in accordance with DOD Directive 5035.1 and DOD Instruction 5035.5. Paragraphs 1, 4, 5, and 7 have been expanded. Additions include clarification of voluntary giving, confidential gifts, coercion, limited fund raising by private voluntary organizations, and cooperation with recognized voluntary organizations in authorized solicitations. Local supplementation of this regulation is prohibited, except upon approval of HQDA (DAAG-PSI), WASH DC 20314.

	Paragraph
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- APPENDIX A. Manual on Fund-Raising Within the Federal Service for Voluntary Health and Welfare Agencies.
 APPENDIX B. Plan for DOD Combined Federal Campaign — Overseas Area.

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~~_____~~
This regulation supersedes AR 600-29, 1 March 1978, including all changes.

★1. **General.** Local and national health, welfare, and emergency relief organizations depend upon voluntary contributions to achieve their goals. Department of the Army military and civilian personnel, as citizens and as members of the community, share the responsibility for supporting these activities as well as enjoying their benefits. Accordingly, each military member and civilian employee of the Army will be given the opportunity, through on-the-job solicitations, to contribute voluntarily to recognized health and welfare agencies under policies and procedures in this regulation. Such on-the-job contributions will permit truly voluntary giving. Additionally, each individual will have the option of disclosing or keeping his/her gift confidential. Any practice that involves compulsion, coercion, or reprisal to the service member or civilian employee because of the size of his/her contribution or his/her failure to contribute is prohibited.

2. **Purpose.** This regulation implements the policy and procedures of the US Civil Service Commission Manual on Fund-Raising Within the Federal Service for Voluntary Health and Welfare Agencies (app A).

3. **Applicability.** The program, practices, and procedures, in this regulation apply to the Active Army, the US Army Reserve, and the Army National Guard.

4. **Policy.** *a.* Fund raising at Army installations and activities is not authorized except as provided in this regulation or other Army regulations or as specifically approved by Department of the Army.

b. The program and procedures in appendix A will be applied by all components of the Army to authorized fund raising by voluntary health and welfare agencies at Army installations and activities without variation, except as provided in this regulation.

c. Solicitation by religious organizations, or their affiliates, for health, welfare, emergency relief and similar charitable purposes is governed by appendix A as modified by this regulation. Except as otherwise provided in Army regulations, other fund raising at Army installations and activities by religious organizations is

authorized only in connection with religious services.

★*d.* This regulation does not prevent local employees from assisting the unfortunate. Collection boxes for the voluntary donation of foods or goods for worthy causes are permitted. The decision to authorize such collections rests with the commanders or heads of field installations or activities.

e. Installation commanders in domestic areas where Combined Federal Campaigns (CFC) are held are authorized to apply for membership in the local United Way so that welfare activities, as determined by the commander, may share the CFC funds. Affiliation requirements are entirely subject to local United Way decisions. Installations located in nonfederated areas (locations within the domestic area in which there is no Community Chest or local chapter of United Way of America) may request the local Federal coordinating group to approve the participation of installation welfare agencies and to make arrangements for distribution of funds.

★*f.* Commanders or supervisors will not be designated as keypersons to collect from individuals under their control or supervision.

★*g.* Each keyperson will be furnished a copy of the keypersons instructions (app C) and acknowledge in writing that he/she has read and will comply with those instructions and with AR 600-29.

★*h.* One-on-one or small group solicitation by commanders or supervisors is prohibited.

★*i.* No contribution shall be provided or accepted from one person in the name of another. Keypersons shall not solicit multiple anonymous contributions from one individual for the purpose of representing that more than one gift was received. Keypersons shall report multiple anonymous contributions from the same individual as one contribution.

★*j.* At the start of the CFC campaign each potential contributor will be advised in writing of the completely voluntary nature of the program and of the available options for the return of contributions in the manner described in paragraph 5 below.

5. Responsibility. Heads of Army Staff Agencies and commanders of installations will—

a. Cooperate with and assist recognized voluntary health and welfare organizations and representatives thereof or authorized organizations or representatives of other Federal agencies, as appropriate in the arrangements for and conduct of authorized solicitations to meet the provisions of appendix A and the needs of the communities.

b. Ensure the responsibilities for and enforce the requirements of racial nondiscrimination (chap. 7, app A).

c. Ensure that contributions to fund drives are made on a truly voluntary basis. The purpose of the Executive Order and the Federal fund raising manual is to ensure voluntary support by military and civilian personnel in recognized annual fund drives held in the United States and overseas. This does not reduce in any way the obligation of staff agency heads and commanders to conduct informative, effective campaigns to support recognized health and welfare organizations, or other organizations authorized to conduct fund raising campaigns at Army installations and activities.

d. Ensure that each contributor is permitted to make his/her gift confidentially without fear of censure or criticism.

e. Ensure that the listing of individual gifts of contributors who do not choose the confidential envelope procedure is used only as a control for routine collection and forwarding of contributions. It will not be used to permit supervisory consideration of the amount of such gifts. Supervisory discussion with a military member or civilian employee on such a matter is prohibited.

f. Prohibit assignment of a dollar goal or quota for each rank and grade of personnel taking part in a fund raising drive.

g. Prohibit competition among units, harassment of contributors, or any practice that involves compulsion, coercion, or reprisal directed to the individual service member or civilian employee because of the size of his/her contribution or his/her failure to contribute. Commanders, officers, or supervisory personnel at the same or successive levels of command will not hold re-

petitive discussions, meetings, orientations, or "counseling" of individuals or groups of individuals who have failed to contribute.

★*h.* Establish an installation central CFC campaign receipt office for the purpose of collecting and forwarding all confidential or anonymous contributions submitted on the installation as described in paragraphs 5i(4)(b)2 and 5i(4)(c)2 below.

★*i.* Ensure that each potential contributor is advised in writing of the following options available regarding their decision to contribute to the campaign. This written notice may appear on the campaign material prepared by the voluntary agencies, the contribution form, or a separate notice prepared locally and distributed with the campaign literature. The notice will inform the potential contributor that:

(1) He or she may return a completed and signed form authorizing a payroll deduction or reflecting a cash contribution and that the individual may choose to do so in a confidential manner.

(2) He or she may submit an anonymous cash contribution, or

(3) He or she may determine not to contribute at all, in which case nothing need be returned.

(4) Contributions and authorization forms may be returned in the following manner:

(a) Hand delivery of the completed authorization form or contribution to the key person; or

(b) Submission of a confidential contribution either by—

1. Enclosing the completed authorization form or contribution in a sealed envelope provided by the individual and hand delivering it to the key person, who will forward it to the appropriate CFC campaign receipt and accounting office without opening, or

2. By mailing it directly to the installation central receiving office, at an address designated on the pamphlet, contribution form, or separate card, which will forward the envelope through channels to the CFC without opening, or

(c) Submission of an anonymous contribution either by—

1. Hand delivering it to the keyperson, who will forward it to the installation central receiving office which will forward it to the appropriate CFC campaign receipt and accounting office without opening, or by—

2. Mailing it directly to the installation central receiving office, at an address designated on the pamphlet, contribution form, or separate card, which will forward the envelope through channels to the CFC without opening.

★j. Ensure that the information contained in CFC forms will not be disclosed, disseminated, or utilized for purposes other than payroll, accounting, or administration. No lists of CFC contributors or noncontributors will be compiled or maintained. The information in CFC records will not be retained beyond the time needed to meet administrative requirements. All records or rosters will be destroyed once the annual CFC requirements have been met. The keypersons' campaign report will be used for administrative and accountability purposes only. This information is confidential and will not be given to anyone other than the division chairperson or project officer. No additional lists will be prepared from this information. Keypersons must destroy their copies of the campaign report immediately after turning in their final report and the campaign is completed. The division or project officers will destroy their copies of the keypersons' campaign report after the auditors have completed their reports.

k. Ensure that Civil Service Commission (CSC) Form 804, when used to authorize payroll deductions, is acknowledged as a record which meets the Privacy Act criteria. The pledge form is subject to section 7 of the Privacy Act because it solicits social security numbers. The social security number is required only when payroll deductions are authorized and social security number is required for payroll identification purposes. Home addresses may not be required on the CSC Form 804.

l. Follow the Federal fund raising manual as hereby modified—

★(1) *Desirability of 100 percent voluntary participation.* Each individual shall be given an opportunity to contribute. Campaign literature

may seek 100 percent participation. It will not be urged is personal solicitation. The appeal for individual contributions should be based upon the merits of the specific campaign, as well as the organizations and persons benefiting from donations. This appeal may also include comments about individual responsibilities as citizens to support worthwhile community activities and to assist others less fortunate. However, the setting of unit or installation percentage goals is prohibited. Contributions made under such a goal may not be truly voluntary. The desirability of 100 percent participation will not be stressed at any time during the personal, face-to-face solicitation of individual contributors. The individual will not be told, or lead to believe, either directly or indirectly, that he/she is the only one, or one of a small number of persons, preventing the achievement of 100 percent participation or any goal. To solicit contributions in this manner is coercive (para II, item C, attachment to chap. 6, app A).

★(2) *Assignment of dollar goals.* Dollar goals may be established at the base or installation level only. "Fair-Share Giving Guides" furnished in campaign materials by voluntary agencies are not individual assessments, quotas, or goals and will not be so represented or interpreted. Such individual assessments, quotas, or goals are prohibited.

★(3) *Dissemination of report data.* The dissemination of report information is limited to installation commanders, major activity heads, and campaign officials. Data about subordinate units will not be circulated for information within a headquarters. No records concerning percentages of participation will be compiled. No records concerning total dollar contributions will be compiled, whether by unit, base, etc., except as are required to administer and account for the funds collected and to prepare required campaign reports (see para 4.15, app A and para G5, app B). Unless specifically required by Appendix B, reports forwarded from one headquarters to another will include only the consolidated total collected. They will not indicate the relative standings, amounts collected, or percentage of participation of the individual subordinate units of the reporting headquarters.

(4) *Awards and rewards.* To prevent direct or indirect coercion, no awards or rewards initiated within the Army shall be made to individual solicitors for achievements in a fund drive. Such individual achievements will not be publicized. Awards from higher headquarters to subordinate units or their commanders for goal accomplishment or percent of participation are prohibited. Comments on efficiency reports, plaques, passes, "training holidays," relief from guard duty or details, and all other incentives or rewards to those who contribute to fund drives are also prohibited. However, awards and rewards, such as letters of commendation, for exceptional performance in organization or administration of a campaign may be made. The above restrictions do not prevent publicity that a fund-raising campaign will be, is being, or has been conducted. The consolidated total dollar contribution of the installation may also be publicized. Also, these restrictions do not prevent awards of any kind to persons or units by groups outside the Army. Higher headquarters may endorse such awards to designated units.

(5) *Publicity.* Publicity on unit progress or percentage of participation such as charts, bulletin boards, special reports, daily bulletin or other announcements, "thermometers," and other publicity indicating unit *standings* or comparative standards and achievements is prohibited. Such publicity can lead to competition and supervisory comparison, creating pressures which may result in coercion. At the installation level, the use of a "thermometer" is permitted, but it may illustrate only the progression of the entire installation toward the installation goal, if one has been established, or total installation contributions. Unit contributions will not be indicated separately.

6. Solicitation overseas. a. The Combined Federal Campaign-Overseas Area is conducted in accordance with the plan in appendix B. The CFC is held during a six-week period in September and October each year at all overseas areas served by the Unified Commands, except the Panama Canal Zone, Hawaii, the Commonwealth of Puerto Rico, and Alaska.

b. Commanders and heads of installations and activities overseas will use accounting and reporting procedures for contributions collected in accord with the accounting and reporting provisions of appendix B.

c. Major overseas commanders will see that educational material, operational forms, and envelopes

for Federal campaigns furnished by the participating voluntary agencies are distributed to all Army activities within the geographical limits of their command except MAAG, missions, and attaches.

7. Deferred payments of contributions. Commanders and heads of Army installations in the 50 United States, the Panama Canal Zone, and Puerto Rico, at their discretion and in accordance with the provisions of appendix A, will provide for keyperson collection of installation pledges in campaigns which have established dollar goals when the voluntary agencies involved provide for deferred payment of contributions.

***8. Internal welfare solicitations.** Legal authority for the Federal fund-raising program is Executive Order 10927. Solicitations conducted among their own members by organizations composed of civilian employees or members of the Armed Forces for organizational support or for benefit or welfare funds for their members are excluded from the Federal program by section 3 of EO 10927, contained in appendix A. Such solicitations will not be made during conflicting periods, or in any other way conflict, with authorized solicitations for recognized local and national health and welfare agencies.

***a.** The Army Emergency Relief may solicit among its membership for the welfare and relief of its members in accordance with AR 930-4.

b. Local commanders may authorize on-post private organizations to conduct fund-raising campaigns for installation welfare and recreational activities, provided that--

(1) The ultimate beneficiary activities or organizations are private in nature (AR 230-1);

(2) The objective of these activities is the conduct of welfare and recreational activities limited to the military community;

(3) These activities are free from the control and direction of any parent or affiliate organization in regard to the disposition of funds and other assets; and

(4) Contributions are specifically designated and beneficiary is identified.

c. Internal welfare solicitations may be supplemented by appropriate benefits conducted at the discretion of the installation commander. Commanders requested to authorize private organizations to conduct such benefits on-post will be guided by paragraph 3-3, AR 230-60 and paragraph (4-17b) AR 360-61.

NOW 12-2

CS, AR 600-29

15 May 1981

★ 9. Communication with Headquarters, Department of the Army. Communications concern-

ing the Federal Fund-Raising Program should be addressed to HQDA(DAAG-PSD), WASH DC 20310.

★ U.S. GOVERNMENT PRINTING OFFICE: 1961-341-661:1471

Fund-Raising Within the Federal Service

For Voluntary Health and Welfare Agencies



Combined Federal Campaign



U.S. Civil Service Commission

EXECUTIVE ORDER

10927

ABOLISHING THE PRESIDENT'S COMMITTEE ON FUND-RAISING WITHIN THE FEDERAL SERVICE AND PROVIDING FOR THE CON- DUCT OF FUND-RAISING ACTIVITIES

By virtue of the authority vested in me as President of the United States, it is ordered as follows:

Section 1. The President's Committee on Fund-Raising Within the Federal Service, established by Executive Order No. 10728 of September 6, 1957, is hereby abolished, and that order is hereby revoked.

Section 2. (a) The Chairman of the Civil Service Commission shall make arrangements for such national voluntary health and welfare agencies and such other national voluntary agencies as may be appropriate to solicit funds from Federal employees and members of the armed forces at their places of employment or duty stations.

(b) In making the arrangements required by subsection (a) of this section, the Chairman of the Civil Service Commission is authorized to consult with appropriate interested persons and organizations, the national voluntary agencies, and the executive departments and agencies concerned. Such arrangements shall (1) permit true voluntary giving and reserve to the individual the option of disclosing his gift or keeping it confidential; (2) designate specific periods during which solicitations may be conducted; and (3) provide for not more than three solicitations annually, except in cases of emergency or disaster appeals for which specific provision may be made by the Chairman of the Civil Service Commission.

Section 3. This order shall not apply to solicitations conducted by organizations composed of civilian employees or members of the armed forces among their own members for organizational support or for benefit or welfare funds for their members. Such solicitations shall be conducted under policies and procedures approved by the head of the department or agency concerned.

Section 4. All records and property of the President's Committee on Fund-Raising Within the Federal Service are hereby transferred to the Chairman of the Civil Service Commission.

Section 5. This order shall become effective forty-five days after its date.

THE WHITE HOUSE
March 18, 1961.

JOHN F. KENNEDY

Manual on

**FUND-RAISING WITHIN
THE FEDERAL SERVICE**
*for Voluntary Health
and Welfare Agencies*



U.S. Civil Service Commission
Office of the Chairman

April 1977

FEDERAL FUND-RAISING MANUAL

(Reprinted April 1977)

PREFACE

This manual is a reprint of the *Manual on Fund-Raising Within the Federal Service for Voluntary Health and Welfare Agencies* originally issued in May 1963.

The first change to this reprint will be Change No. 1.

PLAN FOR THE MANUAL

A Loose-leaf Reference Publication

This manual is the official medium of the Chairman of the U.S. Civil Service Commission for issuing policy, procedures and informational material on the fund-raising program in the Federal service. The manual provides guidance to Federal officials and representatives of recognized voluntary health and welfare agencies on fund-raising practices in the Federal service.

To keep the manual current and complete, it is in loose-leaf form and revisions are issued as replacement pages. Revised pages and instructions for pen-and-ink changes are conveyed by a numbered series of transmittal sheets. The transmittal sheets describe the nature of the revision, and the replacement pages identify the specific changes in the text by a star at the beginning and at the end of revised material. The deletion of part of a paragraph is indicated by two consecutive stars; of an entire paragraph by a line of stars. Transmittal sheets should be filed in numerical order in the back of the book as a check on the receipt of all numbers issued.

There are no binders or tabs designed specifically for the manual. Manual material is punched to fit an ordinary three-ring binder.

Information for Coordinating Purposes

A Fund-Raising Bulletin is issued by the Chairman of the Civil Service Commission each spring to announce the national voluntary agencies approved for solicitation privileges in the Federal service during the ensuing campaign period. Other communications will be issued, as necessary.

A detailed guideline for effective campaigning on the job is incorporated in Chapter 6, in

suitable form for reproduction and distribution to Federal campaign officials and keyman as needed.

Procurement and distribution Within the Federal Service

Federal departments and agencies are expected to purchase copies of the manual and its revisions by requisition from the Government Printing Office. Copies should be distributed to all points within the agency that maintain administrative regulations. As a minimum, a copy of the manual should be available at all places of major employment. The manual may be reproduced for incorporation into an agency's internal administrative manual system.

Purchase by Voluntary Agencies

Voluntary health and welfare agencies and other non-Federal organizations cannot use the official requisition procedures described above. They may purchase the manual from the Superintendent of Documents, Government Printing Office, Washington, D.C. 20401.

Inquiries About the Program

Technical questions or complaints about functioning of the program in a particular department's or agency's campaign should be addressed to the agency's Fund-Raising Program Coordinator. General inquiries about the program as it applies in more than one agency should be addressed to the appropriate Federal coordinating group at the location involved. If there is no local group, inquiries may be addressed to the Assistant to the Chairman, U.S. Civil Service Commission, Washington, D.C. 20415.

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GENERAL INFORMATION

1.1 BACKGROUND AND PURPOSE OF THE PROGRAM. It has always been Federal Government policy to cooperate with and assist voluntary health and welfare agencies in soliciting funds for worthy causes from Federal personnel. At one time, the increasing number of fund drives began to create an administrative burden for Federal officials. They were besieged by dozens of agencies seeking endorsements and the privilege of soliciting employees on the job. In addition, employees were confused by the multiplicity of appeals—as many as 10 to 20 a year in some departments. After extensive study of the situation, a uniform program was established in 1956 to limit the number of campaigns and to insure true voluntary giving by Federal personnel. The purpose of the fund-raising program within the Federal service is to establish policies and procedures governing the solicitation of Federal civilian and military personnel for contributions to private charitable and other humanitarian organizations. The program was originally monitored by the President's Committee on Fund Raising Within the Federal Service. When the committee was abolished, its responsibilities were assigned to the Chairman of the U.S. Civil Service Commission by Executive Order 10927 of March 18, 1961.

1.2 SCOPE. The program governs all fund-raising by private voluntary agencies among Federal employees and members of the armed forces at their places of employment or duty stations. Thus, it is applicable to 5 million civilian and military personnel in all executive departments and agencies throughout the world. The program does not apply to solicitations by organizations of Federal employees or members of the armed forces among their own members and for their own benefit. These solicitations are excepted from the program by section 3 of Executive Order 10927 and are governed by rules approved by the head of the department or agency concerned.

1.3 LEGAL AUTHORITY. The policies and procedures prescribed in this manual are directed to the heads of all executive departments and agencies under the authority of Executive Order 10927.

1.4 SUMMARY DESCRIPTION OF THE PROGRAM

1.41 Eligibility of National Voluntary Agencies. National voluntary agencies apply to the Chairman of the Civil Service Commission each year for on-the-job solicitation privileges in the Federal Government. Early each calendar year, he issues a list of agencies which have met the prescribed standards as to program objective, administrative integrity, and financial responsibility.

1.42 Assigned Campaign Periods. Federal fund-raising campaigns are assigned to fall, winter, or spring periods. In the United States, Combined Federal Campaigns are held in the fall; the DOD Overseas Combined Federal Campaign is also held during a 6-week period in the fall. Where there is no Combined Federal Campaign, the fall period is designated for united funds, community chests, or other local federated groups; the winter period for national health agencies and international service agencies; and the month of March for the American Red Cross, except in communities where it participates in a local united fund or Combined Federal Campaign.

1.43 Joint Arrangements. Recognized national voluntary agencies which have been assigned to the same period are required to coordinate solicitation arrangements at all locations where they run campaigns. For example, except where Combined Federal Campaigns are held, the national health agencies and the international service agencies, both assigned to the winter period, must coordinate their campaigns.

Coordinated campaigns are developed by the participating voluntary agencies under administrative arrangements which provide for individual agency recognition, description of each agency's services and allocation of contributions in accordance with the specific designations by donors.

1.44 Combined Federal Campaign. At locations where there are 200 or more Federal personnel, all campaigns must be consolidated into a single annual drive, the Combined Federal Campaign.

1.45 Decentralized Operations. Voluntary agency representatives initiate campaigns in their assigned periods by direct contact with the heads of Federal offices and installations in the local communities. Each Federal agency conducts its own solicitation among its employees, using campaign materials, supplies and speakers furnished by the voluntary agencies.

1.46 Solicitation Methods. Employee solicitations are conducted during duty hours using methods which permit true voluntary giving

and reserve to the individual the option of disclosing his gift or keeping it confidential.

1.47 Off-the-Job Solicitation. Many worthy voluntary agencies do not participate in the on-the-job program because they do not wish to join in its coordinated arrangements or because they cannot meet the requirements for eligibility. Such agencies may, of course, solicit Federal employees at their homes, as they do other citizens of the community, or appeal to them through union, veteran, civil, professional, or other private organizations. In addition, limited arrangements may be made for off-the-job solicitation on military installations and at entrances to Federal buildings.

1.5 FEDERAL POLICY ON CIVIC ACTIVITY. Federal personnel are encouraged to participate actively in the work of recognized voluntary agencies—as members of policy boards or committees, heads of local campaign units, or volunteer workers—to the extent consistent with agency policy and prudent use of official time. They are encouraged, also, to devote as much of their private time as possible to such volunteer work in the public interest.

ORGANIZATION AND FUNCTIONAL RESPONSIBILITIES

2.1 DEVELOPMENT OF POLICY AND PROCEDURES

2.11 *Chairman of the Civil Service Commission.* The Chairman is responsible under Presidential authority for establishing fund-raising policies and procedures in the executive branch. With the advice of the interested organizations and the Federal departments and agencies, he makes all basic policy, procedural and eligibility decisions for the program.

2.12 *Policy Committee.* The Policy Committee is appointed by the chairman and consists of a selected number of Fund-Raising Coordinators from the executive departments and agencies and the presidents, or their personal representatives, of the largest employee organizations in the Federal service. It is responsible for providing direct working participation by Federal agencies and employee organizations in the development of the program. It acts through general meetings and ad hoc working committees, as required.

2.13 *Eligibility Committee.* The Eligibility Committee consists of a chairman and four other members selected by the Chairman from the Policy Committee. The committee is responsible for recommending to the Chairman:

- a. Eligibility determinations on national voluntary agencies;
- b. Modification of eligibility standards and requirements as needed;
- c. Any other matters as requested by the Chairman.

2.2 PROGRAM ADMINISTRATION

2.21 *Federal Agency Heads.* The head of each executive department and agency is responsible for:

- a. Seeing that voluntary fund-raising within his department or agency is conducted in accordance with the policies and procedures prescribed by this manual;

- b. Designating a top-level representative as Fund-Raising Program Coordinator to work with the Chairman of the Civil Service Commission as necessary in the administration of the fund-raising program within his agency;
- c. Assuring full participation and cooperation from his installations in local fund-raising campaigns.

2.22 *Fund-Raising Program Coordinators.* The responsibilities of agency Fund-Raising Program Coordinators are to:

- a. Cooperate with the Chairman of the Civil Service Commission and the representatives of national voluntary agencies in the development and operation of the program;
- b. Maintain direct liaison with the Office of the Chairman in the administration of the program;
- c. Publicize program requirements through out the department or agency;
- d. Answer inquiries about the program from officials and employees and from external sources;
- e. Investigate and arrange for any necessary corrective action on complaints that allege violation of fund-raising program requirements within the agency.

2.3 **PROGRAM COORDINATION.** The Office of the Chairman, Civil Service Commission, coordinates the agencies' administration of the fund-raising program and maintains liaison with national voluntary agencies.

2.4 **LOCAL VOLUNTARY AGENCY REPRESENTATIVES.** The eligible national voluntary agencies provide their State and local representatives with policy and procedural guidance on the Federal program. The local representatives are responsible for:

- a. Initiating local campaigns in the Federal establishment;

- b. Furnishing educational materials, speakers and campaign supplies appropriate to the Federal program.

2.5 LOCAL FEDERAL AGENCY HEADS. The head of the Federal department or agency provides the heads of the local Federal offices and installations with copies of the Federal fund-raising manual. The local agency heads are responsible for:

- a. Cooperating with State or local representatives of eligible voluntary agencies and with the local Federal officials in organizing local Federal campaigns;
- b. Undertaking official campaigns within their offices or installations and providing active and vigorous support with equal emphasis for each authorized campaign;
- c. Assuring that personal solicitations on the job are organized and conducted in accordance with the procedures in Chapter 6;
- d. Insuring that authorized campaigns are kept within reasonable administrative limits of official time and expense.
- e. In addition, if no local Federal coordinating group exists, the head of the local Federal installation which has the largest number of civilian and military personnel is responsible for administering the non-discrimination requirements of Chapter 7 in his local area.

2.6 LOCAL FEDERAL COORDINATING GROUPS. When there are a number of Federal agency offices and installations in the same local area, some interagency coordination is necessary in order to achieve effective community-wide campaigns and to improve general understanding and compliance with the fund-raising program. The Chairman of the Civil Service Commission assigns the responsibility for local coordination to existing organizations of Federal agency heads whenever possible, and to special committees where needed.

The local Federal coordinating group is authorized to make final decisions within the provisions established in the manual, when the voluntary groups are unable to agree on campaign matters, or when their agreed upon action is not consistent with the manual.

2.61 Authorized Local Federal Coordinating Groups. Coordinating responsibility is assigned to one of the following organizations:

- a. *Federal Executive Boards.* These boards exist in principal cities of the United States for the purpose of improving inter-agency coordination. They are composed of local Federal agency heads who have been designated as Board members by the heads of their departments and agencies under Presidential authority.
- b. *Federal Executive Associations and Business Associations.* These self-organized associations of local Federal officials exist at many points of Federal concentration for the purpose of general interagency cooperation.
- c. *Fund-Raising Program Coordinating Committees.* These committees are established in communities, as needed, under the authority of E.O. 10927, where there is no Federal coordinating group in existence. Leadership in organizing such a committee is the responsibility of the head of the local Federal installation which has the largest number of civilian and military personnel. Local Federal agency heads or their designated representatives serve on the committee and determine all organizational arrangements.

2.62 Fund-Raising Responsibilities. Within the limits of the policies, procedures and arrangements made nationally, the fund-raising responsibilities of local federal coordinating groups are to:

- a. *Facilitate local campaign arrangements.* The Federal coordinating group (1) names a high-level chairman for the authorized Federal campaigns, (2) provides lists of Federal activities and their personnel strength, (3) cooperates on interagency briefing sessions and kick-off meetings, and (4) supports appropriate publicity measures needed to assure campaign success.
- b. *Improve Federal agency understanding and compliance with program policies and procedures.* The coordinating group serves as the central medium for resolving program questions locally, to the extent possible. Any questions which cannot be re-

- solved locally may be referred to the Office of the Assistant to the Chairman, U.S. Civil Service Commission, Washington, D.C. 20415.
- c. *Administer program requirements.* The coordinating group is responsible for organizing a local Combined Federal Campaign, where appropriate; administering the requirements for a policy and practice of racial nondiscrimination by voluntary agencies participating in local Federal campaigns; and acting upon any problems of a voluntary agency's noncompliance with the policies and procedures of the Federal fund-raising program.
 - d. *Develop Understanding of Voluntary Agency Programs.* Familiarization with the work of participating voluntary agencies is highly commended to all Federal employees and particularly to members of the Federal coordinating groups. Because of the group's particular responsibilities in connection with the fund-raising program, it is valuable for members to develop a broad understanding of the different voluntary groups' programs. They can do this through service on community-wide planning and allocation bodies or service as volunteers. However, they should avoid participating in decisions of Federal coordinating groups that concern the distribution of campaign funds while serving on committees or boards of specific local, national, and international voluntary agencies.
 - e. *Communicate with the Office of the Chairman of the Civil Service Commission.* Each local Federal agency head receives fund-raising directions through his agency channels and can raise questions that pertain to fund-raising activities within his agency by the same means. However, the coordinating group refers unresolved local fund-raising questions or problems that are common to several Federal agencies directly to the Office of the Chairman for decision. The Chairman of the Civil Service Commission communicates directly with the chairman of the local coordinating group for information about the local fund-raising situation.

CAMPAIGN ARRANGEMENTS FOR VOLUNTARY AGENCIES (Excluding Combined Federal Campaigns)

3.1 TYPES OF VOLUNTARY AGENCIES. Voluntary agencies are private, self-governing organizations financed primarily by contributions from the public. Some are national in scope, with a national organization and state or local chapters or affiliates. Others are primarily local, both in form of organization and extent of services. The Federal program involves solicitation arrangements for four broad categories of such agencies:

- a. Local health, welfare, or recreational services agencies, such as visiting nurse associations, homes and clinics for children and the aged, and neighborhood centers for youth recreation and guidance.
- b. National health agencies providing research and public education on a national basis as well as local services, e.g., the American Cancer Society and American Heart Association.
- c. National and international welfare, recreational services, and emergency relief—the American National Red Cross.
- d. National agencies having an international service function which involves health, welfare or freedom-building programs in foreign countries, such as CARE and Project HOPE.

3.2 TYPES OF FUND-RAISING METHODS. The methods used by voluntary agencies in public fund-raising are usually characterized as federated or independent. A *federated* campaign is one conducted by a united fund or local community chest. In federated campaigns, local voluntary agencies join contractually into a single organization for fund-raising purposes. A local community chest, united fund, or other local federated group will be considered and supported as a single agency. Local chapters or affiliates of some national agencies are usually admitted as additional participating members of the federated group.

An *independent* campaign is one conducted

by a local or national voluntary agency through its own fund-raising organization. Some national agencies conduct only independent campaigns as a matter of agency policy. Others either campaign independently or participate in federation dependent upon local circumstances and the admission policies of local federated groups.

3.3 CONSIDERATIONS IN MAKING FEDERAL ARRANGEMENTS. Because of the number of worthy voluntary agencies and their major differences in fund-raising policy, coordinated arrangements are necessary in order to provide Federal employees an opportunity, within reasonable administrative expense, to make their contributions. Both *federated* and *independent* fund-raising policies are supported since each responds to the legitimate purposes of the voluntary agencies involved. However, in order to keep the number of on-the-job solicitations practical, *independent* appeals must be grouped into joint campaigns of agencies having similar characteristics, e.g., the National Health Agencies and the International Services Agencies.

3.4 DEFINITION OF TERMS USED IN FEDERAL ARRANGEMENTS

3.41 Domestic Area. The 50 United States, the Panama Canal Zone, and the Commonwealth of Puerto Rico.

3.42 Overseas Area. All other points in the world where Federal employees or members of the armed forces are stationed.

3.43 Recognized National Voluntary Agency. An agency which has been declared eligible by the Chairman of the Civil Service Commission for participation in independent or joint campaigns in the Federal establishment.

3.44 National Voluntary Agency "Supported Primarily through United Funds and Community Chests." An agency which generally solicits within the Federal establishment as a participating member of community chests, united funds or other local federated groups which are members in good standing of, or are recognized by, the United Way of America, for example, United Service Organizations, Inc. (USO).

3.45 Federated Community. A federated community is a location within the domestic area where a federated fund-raising program is operated by national and local voluntary agencies through a community chest, united fund or other local federated group which is a member in good standing of, or is recognized by, the United Way of America, and which meets the nondiscrimination requirements prescribed in Chapter 7 and the requirements for the adoption and use of the Uniform Standards for Accounting and Financial Reporting. In a federated community, recognized national voluntary agencies can join the federated campaign group or participate in individual campaigns. However, voluntary agencies "supported primarily through united funds and community chests" are authorized to solicit on-the-job in a federated community only as participating members of the local fund or chest.

3.46 Nonfederated Community. A location within the domestic area where there is no federated fund-raising program or where the federated program does not include any national voluntary agency of the types defined in paragraphs 3.43 and 3.44 or does not meet the nondiscrimination requirements prescribed in Chapter 7 and the requirements for the adoption and use of the Uniform Standards for Accounting and Financial Reporting.

3.5 POLICIES GOVERNING FEDERAL ARRANGEMENTS

- a. **Campaign Arrangements Established Nationally.** The basic campaign arrangements in this chapter have been established by the Chairman of the Civil Service Commission after considering the views of representatives of national voluntary agencies, the executive depart-

ments and agencies, and Federal employee organizations. Commitments are made nationally in order for the independent national voluntary agencies to develop and administer joint campaigns in the Federal establishment. Therefore, local Federal agency heads are not authorized to vary from the established arrangements except to the extent that local variations are expressly provided for.

- b. **Number of Solicitations.** Not more than three solicitations on the job will be made at any location annually on behalf of voluntary health, welfare, or international service agencies, except in the case of an emergency or disaster appeal for which specific prior approval has been granted by the Chairman of the Civil Service Commission. At locations where the Red Cross participates in a local federated campaign no more than two such solicitations will be made annually. Only one solicitation will be made at locations where there is a Combined Federal Campaign.
- c. **No Duplicate or Supplemental Campaigns.** No one voluntary agency may be permitted to solicit Federal personnel at their place of employment or duty station more than once in any year except in the case of an approved emergency or disaster appeal.
- d. **Responsible Conduct.** In the event a national voluntary agency fails to adhere to the eligibility requirements or to the policies and procedures of the Federal program, solicitation privileges may be withdrawn by the Chairman of the Civil Service Commission at any time after due notice and opportunity for consultation.

3.51 Federated Campaigns.

3.511 Authorization. A local community chest, united fund or other local federated group which is a member in good standing of, or is recognized by, the United Way of America, Inc., and which meets the non-discrimination requirements prescribed in Chapter 7 and the accounting and financial reporting requirements spelled out in Section 5.33 of Chapter 5 of this manual is authorized on-the-job solicitation privileges in its local campaign area on behalf of any of its member agencies which

also meet these requirements. Certification as to compliance with the nondiscrimination requirements must be made by the member agency. Certifications as to the accounting and financial reporting requirements on behalf of local united funds and each member agency will be made by the United Way of America to the Office of the Chairman of the Civil Service Commission. While it is expected that all funds and member agencies will conform to this requirement, special circumstances may require an exception. Requests for exception should be directed by the United Way of America on behalf of the local fund or a member agency to the Office of the Chairman, U.S. Civil Service Commission.

If a member agency does not meet the accounting and financial reporting and nondiscrimination requirements, it shall not be permitted to solicit contributions from Federal personnel in the local area. Failure by a member agency to meet the accounting and financial reporting requirements will not affect the right of the entire fund or other member agencies which meet such requirements to solicit. However, failure of a member agency to meet the nondiscrimination requirements may disqualify the fund from soliciting contributions. The fund-raising privileges may be cancelled after notice to the United Way of America of intent to cancel unless corrective action is taken. If the local fund or chest does not meet these requirements, the local area becomes a nonfederated community for purposes of fund raising, and solicitations will be coordinated in accordance with Section 3.52 of the Manual.

3.512 *Requirements.* To be eligible for participation in the Federal fund-raising program, the local federated group should be broadly representative on its board and committee membership of the social and economic characteristics of the community and should be making bona fide efforts to meet community needs. Also, requirements for participation in a local federated group must be in writing, and available to the public, reasonable, and applied fairly and uniformly to all local agencies requesting participation. Procedures must be provided by the federated group for at least one review of any decision denying participation requested by a local agency. The review must be conducted

by a committee or group within the federated organization which did not participate in the original decision. A written statement of the reasons for denial must be provided to the applicant agency. (Note: Where a local chapter or affiliate of a national agency, precluded from independent participation in the Federal fund-raising program because the agency is supported primarily through united funds, is not approved for participation by a local united fund, such chapter or affiliate may request a Civil Service Commission review to determine that the reasons for its non-approval are not "arbitrary and capricious." Before taking any action, the Civil Service Commission will ask for a report on the facts by the United Way of America.)

3.513 *Causes Excluded.* Solicitation for a health or other "cause," e.g., for "Mental Health," "Heart Disease," without identification of the specific voluntary agency for which the funds are sought, is not authorized. All funds collected from Federal personnel must be allocated only to specific voluntary agencies in accordance with the contractual agreements of the fund or chest.

3.514 *Campaign Period.* The fall of the year is reserved for local federated campaigns, coordinated solicitations or combined campaigns in the Federal establishment.

3.52 *Coordinated Solicitations in Nonfederated Communities and Mixed Areas.*

3.521 *Nonfederated Communities.* In a nonfederated community as defined in paragraph 3.46, recognized national voluntary agencies and national voluntary agencies "supported primarily through united funds and community chests" are eligible to participate with purely local voluntary agencies in a coordinated solicitation during the fall of the year. Purely local voluntary agencies must have earned good will and acceptability within the overall geographic area covered by the campaign, and must meet the nondiscrimination requirements set forth in Chapter 7 and the accounting and financial reporting requirements spelled out in Section 5.33 of Chapter 5 of this manual. In nonfederated areas, voluntary agencies participating in fund-raising within the Federal service will provide

certifications to local Federal officials. Where there are special circumstances (e.g., lack of professional staff, small size of fund), the local Federal officials may request an exception from the Office of the Chairman, U.S. Civil Service Commission, on behalf of the agencies.

The eligibility of local agencies desiring to join in the solicitation will be determined by the local Federal coordinating group, where one exists. The standards in Chapter 5 will be used as guidelines in determining eligibility. The local and national voluntary agencies that are eligible to participate in a coordinated solicitation will be responsible for developing an appropriate fund-raising organization to handle all phases of the campaign. Campaign arrangements in consonance with the Federal program will be worked out by the local Federal coordinating group and the local voluntary fund-raising organization.

3.522 Mixed Areas. In an area where a Federal installation overlaps or is part of two or more federated or nonfederated communities, the Federal coordinating group is authorized to develop a coordinated solicitation best suited to the needs of the locality. Arrangements in consonance with the Federal program will be worked out with the representatives of the local and national voluntary agencies and the federated groups in nearby communities in which the Federal personnel reside on a mutually agreeable basis.

3.53 Independent Campaigns.

3.531 American National Red Cross. The American Red Cross can conduct independent campaigns in the month of March at all locations where it has a chapter that:

- a. Does not participate in a united fund or other federated or combined campaign; and
- b. Is organized to serve the community within which the Federal office or installation is located or nearby.

3.532 Joint Campaigns of Other Recognized National Voluntary Agencies. Except for locations covered by a Combined Federal Campaign, joint campaigns are authorized under administrative arrangements developed by and mutually acceptable to the participating volun-

tary agencies, and must include the following conditions:

- a. **Joint and Concurrent Operation.** All recognized national health agencies will conduct one joint campaign, and the international service agencies another; the two groups will solicit concurrently in the same period at all authorized locations.
- b. **Authorized Locations—Health Agencies.** Each recognized national health agency may participate at those locations where it is represented by a state or local chapter or affiliate:
 - (1) Which does not participate in a local united fund or community chest campaign;
 - (2) Which is organized to serve the community within which or where nearby a Federal office or installation is located; and
 - (3) Which shares fully in the planning, work and expense of the local joint campaign.

Each voluntary health agency's designated representative will annually certify a list of the locations in the state (counties) where its chapters or affiliates meet the above conditions. The list is submitted to the appropriate state coordinating committee of the Federal Service Campaign for the National Health Agencies.

- c. **Authorized Locations—International Service Agencies.** Each recognized international service agency may participate at those locations where its authorized representative shares fully in the planning, work and expense of the local joint campaign.
- d. **Agency Identification.** Each participating national agency will be specifically identified by name in the joint campaign materials provided to potential givers.
- e. **Educational Opportunity.** Each participating national agency will be allowed to describe its purpose and program in the campaign materials provided to potential givers.
- f. **Designation of Gifts.** Each participating national agency will receive all gifts specifically designated to it by givers.
- g. **Campaign Period.** The joint campaigns will be conducted concurrently in one of

the following periods:

- (1) January 1 to February 15—in communities where the local Red Cross chapter conducts an independent campaign during March.
- (2) Any continuous 6 weeks period between January 1 and April 30 in other locations in the domestic area. The exact period is determined locally by the joint campaign organizations.

3.54 Overseas Campaign

3.541 DoD Overseas Combined Federal Campaign. A Combined Federal Campaign is authorized for all Department of Defense activities in the overseas area* during a 6 weeks' period in the fall. The American National Red Cross, each national health agency recognized for campaigns in the domestic area (the Federal Service Campaign for the National Health Agencies), and each international service agency recognized for campaigns in the domestic area plus any national voluntary agency recognized for overseas campaigns only may participate in the DoD Overseas Combined Federal Campaign.

3.542 Local Voluntary Agency Campaigns. The heads of overseas offices and installations may, at their discretion, permit the solicitation of their military and civilian personnel for local voluntary agencies. Such campaigns will be conducted in accordance with the basic policies and procedures of the Federal program and at times which do not conflict with the DoD Overseas Combined Federal Campaign period. The eligibility standards in Chapter 5 may be used as guidelines in determining the eligibility of local voluntary agencies. Federal leadership in organizing such campaigns will be assumed by the head of the overseas Federal establishment which has the largest number of U.S. personnel in the campaign area.

3.543 Optional Participation by Certain Civilian Agencies. Federal civilian departments and agencies which have traditionally considered their overseas personnel as members of the

National Capital Area for fund-raising purposes may continue this practice.

3.6 OFF-THE-JOB SOLICITATION AT PLACES OF EMPLOYMENT. The program for on-the-job solicitation cannot accommodate all the various fund-raising policies and methods of the voluntary agencies. Therefore, voluntary agencies which are not recognized for the on-the-job program may be authorized off-the-job solicitation privileges at places of Federal employment at the discretion of the local Federal agency heads concerned and under the conditions specified below. Since dual solicitation is not authorized, this privilege cannot be made available to any voluntary agency that is included, independently or as a member of a federated campaign, in the on-the-job program.

3.61 Family Quarters on Military Installations. Worthy voluntary agencies may be permitted to solicit at private residences or at similar on-post family public quarters in unrestricted areas of military installations at the discretion of the local commander. However, such solicitation may not be conducted by military or civilian personnel in their official capacity during duty or non-duty hours, nor may such solicitation be conducted as an official command-sponsored project. This restriction is not intended to prohibit nor to discourage military and civilian personnel from participating as private citizens in voluntary agency activities during their off-duty hours.

3.62 Public Entrances of Federal Buildings and Installations. Worthy voluntary agencies which engage in limited or specialized methods of solicitation—for example, the use of "poppies" or other similar tokens by veterans organizations—may be permitted to solicit at entrances or in concourses or lobbies of Federal buildings or installations normally open to the general public. The heads of the Federal agencies occupying the building or installation may authorize this privilege at their discretion, and, when necessary, coordinate with the building manager. The agreement with the local representatives of the voluntary agency will specify the authorized locations, the number of solicitors that may be used, and any other necessary arrangements.

*Excludes Hawaii, the Panama Canal Zone, and the Commonwealth of Puerto Rico which are in the domestic area.

THE COMBINED FEDERAL CAMPAIGN

4.1 **PURPOSE.** The Combined Federal Campaign plan was established to meet employee wishes for a single campaign to reduce Government expense in holding separate campaigns, to permit payroll deductions for charitable contributions, and to provide better support to voluntary health and welfare organizations. The arrangements for combined campaigns were approved by the Chairman of the Civil Service Commission under the authority of Executive Order 10927 of March 18, 1961, which governs fund-raising within the Federal service.

In a Combined Federal Campaign (CFC) the eligible voluntary agencies campaign together at one time in the fall of the year.

4.2 **AUTHORIZED VOLUNTARY GROUPS.** Arrangements for each local CFC will be worked out through negotiations between the local Federal officials and representatives of the authorizea voluntary groups. The four authorized voluntary groups are as follows:

- a. *A local united fund, community chest, or other local federated group which is a member in good standing of, or is recognized by, the United Way of America, is eligible to solicit in a CFC.* The number of member agencies in a fund or chest campaign varies from around 20 to over 200, depending upon the locality.
- b. *The National Health Agencies.* Eligibility of recognized national health agencies to solicit in a CFC is limited to those locations where the national agency has a State or local chapter or affiliate (a) which is organized to provide direct and meaningful service in the local area (county), and (b) which is not a member agency of the local united fund or chest. The extent of services in the campaign area could, of course, vary from area to area and among individual health agencies. Some examples of direct and meaningful services are: health counseling; disease prevention programs, inoculations; screening for detec-

tion of disease, and referrals; clinics and treatment of illnesses and handicaps; educational and information services. As a minimum a health agency chapter should be performing one or more of the above services in the campaign area to be eligible to participate in the local CFC. As a general rule an employee in the solicitation area, or his family, should be able to receive service from a particular health agency, if needed, within a reasonable distance of his employment station. The determination on whether a particular health agency is providing such service in the area is made by the local Federal coordinating group. Any determination that a health agency is not providing service that qualifies it to participate in the local campaign should be submitted to the Civil Service Commission for review before final action to deny solicitation privileges.

- c. *The International Service Agencies.* Program operations of International Service Agencies are generally conducted overseas, so that fund-raising eligibility is not limited to the places where they have local chapters or committees. However, if a local chapter participates in a united fund campaign, it cannot participate as a member of the ISA group.
- d. *The American Red Cross.* Red Cross chapters constitute the fourth authorized group. Eligibility to solicit in a CFC is limited to those locations where Red Cross does not raise funds with the local united fund or chest.

4.3 **RESPONSIBILITY OF LOCAL FEDERAL COORDINATING GROUPS.** Each Federal coordinating group is required to organize a Combined Federal Campaign in the local area for which it has fund-raising responsibility. The heads of executive departments and agencies will request their local officials to cooperate fully with the decisions of the Federal coordinating group on all aspects of CFC arrangements.

The Federal coordinating group also makes all final decisions on campaign issues which could not be resolved by direct negotiations among the participating voluntary agencies.

4.4 CFC PLAN

4.41 CFC as Uniform Fund-Raising Method. The combined Federal Campaign is the only authorized fund-raising method in all areas in the United States in which 200 or more Federal employees are located.

In order to achieve a single unified campaign for all Federal personnel, all eligible voluntary agencies wishing to participate in fund-raising within the Federal service must do so within the framework of a Combined Federal Campaign.

4.42 Participation in CFC.

- a. **Combined Participation.** Since the Combined Federal Campaign is the uniform authorized fund-raising method for on-the-job solicitation among Federal personnel, a local united fund or community chest, the National Health Agencies, and the International Service Agencies must solicit through such campaigns where they are held. Their local representatives participate as full partners in the formulation of detailed arrangements for the local campaign and in the preparation of campaign materials.
- b. **Non-Participation.** In the event that any of the above groups choose not to participate in a local CFC, they forfeit their fund-raising privilege in local Federal establishments during the fiscal year. Voluntary withdrawal will not prejudice a group's eligibility for the next year's CFC.
- c. **Red Cross Participation.** In the communities where the Red Cross is not a member of the local united fund, it will be regarded as a separate campaign organization and full partner in the combined campaign. Red Cross chapters have independent authority with respect to fund-raising policy, so responsibility for deciding on participation in CFC rests with the local chapter board of directors. As with the other national organizations, in the event

local Red Cross chapters choose not to participate in CFC, they are not authorized to have a separate campaign in local Federal offices or installations during the fiscal year involved, except in the case of an emergency or disaster appeal for which specific prior approval has been granted by the Chairman of the Civil Service Commission. (See Manual, sec. 3.5b)

- d. **CFC in Nonfederated Areas.** CFC's must be conducted in nonfederated areas having 200 or more Federal employees. A nonfederated area is a location within the domestic area in which there is either no community chest or united fund but separate voluntary agencies not combined in a fund, or if there is a fund, it is not recognized by the United Way of America. In such cases, the local Federal coordinating group is authorized to approve the participation of each local united fund-type agency, and make arrangements for distribution of funds among such agencies. National Health Agencies (which provide a service in the local area) and International Service Agencies may participate in a Combined Federal Campaign in nonfederated areas.
- e. **Exceptions in Areas of Less than 200 Federal Employees.** Where there are 200 or fewer Federal employees in the local campaign area, it may not be practicable to hold a Combined Federal Campaign. Therefore, in such areas local Federal officials are not required to arrange for a Combined Federal Campaign. However, if they believe it would be desirable from the standpoint of the local community or the Federal Government to have such a campaign, they may arrange a Combined Federal Campaign regardless of the number of employees involved. Where a CFC is not conducted because of lack of sufficient Federal employees, the local united fund is authorized to solicit within the Federal establishment during the fall of the year and the National Health and International Service Agencies are authorized to conduct separate spring campaigns. Where the Red Cross is not a member of the local united fund and the area will not have a CFC, then the Red

Cross may conduct an independent campaign during the month of March. However, payroll deductions for charitable contributions are only authorized for CFC's.

4.5 ORGANIZING THE LOCAL CAMPAIGN. As previously mentioned, direction of the campaign shall be under the overall policy guidance of the Federal coordinating group and such other arrangements as necessary shall be made to assure the greatest possible success for the campaign. This will include the appointment of a campaign chairman who should carry out his duties in an impartial manner, insuring full participation of the voluntary groups in planning campaign arrangements. The voluntary groups — the United Way, the National Health Agencies, and the International Service Agencies — will have much expertise and campaign know-how which can be helpful in the conduct of the Federal campaign. Decisions on expenditures for campaign arrangements will be made through agreement among the voluntary groups, after consultation with the local Federal coordinating group. When complete, the detailed campaign arrangements will be formalized in a written agreement that includes a budget bearing the signature of the representatives of the authorized voluntary agencies and the chairman of the Federal coordinating group, signifying approval of the campaign arrangements.

4.51 CFC Committee. Where necessary, the local Federal coordinating group will designate a committee from among its principal members, called the CFC Committee, to give top policy leadership and direction to the planning, conduct, and evaluation of the local combined campaign. The Federal coordinating group may redelegate any of the authority for the campaign to the CFC Committee. In order to insure employee participation in the planning and conduct of the CFC, employee representatives from the principal employee unions of local Federal installations should serve on the CFC Committee, where possible.

4.52 Addition of Observers to CFC Committee. Under certain circumstances, as spelled out in Section 4.7, the CFC Committee will be required to make a determination on the divi-

sion of campaign receipts among the voluntary groups. To aid the CFC Committee in this process, Observers, appointed by and representing the voluntary groups, will be added to the committee. Where the Red Cross is a part of the local united fund, the local fund shall be entitled to name two observers, one of whom shall be a Red Cross representative. Where the Red Cross is not in the local united fund, it is entitled to one observer and the united fund to one. The National Health Agencies and International Service Agencies are entitled to one observer each. The function of the observers will be to provide such input and advice to the CFC Committee as the committee deems necessary and appropriate. The observers shall not have a vote concerning the division of campaign receipts and shall absent themselves from any CFC Committee meeting where a final determination is to be made concerning the division of campaign receipts.

4.53 Action Steps by the CFC Committee Chairman. The Chairman of the CFC Committee will initiate action promptly to organize and plan for the local combined campaign. Suggested action steps are as follows:

- a. Meet with the principal representatives of the authorized voluntary groups in the local area, i.e., the local united fund or community chest, the national health agencies, the international service agencies and, in communities where it has a separate Federal campaign, the Red Cross. Enlist their cooperation in the combined campaign.
- b. Establish a Local Joint Work Group of Federal and voluntary agency representatives, when necessary. Its purpose is to assemble necessary information and data, plan the detailed campaign arrangements, identify and attempt to resolve any policy issues, and prepare campaign materials. The work group should have a Federal chairman, other management and employee representatives as deemed advisable, and one designated representative from each of the authorized voluntary groups.
- c. Insure that local planning and material preparation is scheduled and moves ahead rapidly and that the Federal coordinating group approves detailed arrangements and

resolves issues on a timely basis.

4.54 *Loaned Executive Program.* Where appropriate, one or more Loaned Executives may be used in a Combined Federal Campaign. The Loaned Executive Program was authorized by President Nixon in a memorandum to heads of departments and agencies dated March 3, 1971. A Loaned Executive is a Federal employee who is detailed from his agency on a full or part-time basis, for a specific period of time, to conduct or assist in the operation of a Combined Federal Campaign. While no grade level is designated for a Loaned Executive, the individual selected should be capable of assuming a high degree of independent responsibility. Service on the Loaned Executive Program should be with the voluntary consent of the employee.

The purpose of the Loaned Executive in the Combined Federal Campaign is to complement any campaign leadership already provided to the CFC, although a Loaned Executive may personally assume a leadership role. To carry out his responsibilities, the Executive would be detailed to the Federal coordinating group, (such as a Federal Executive Board or Association, Federal Fund-Raising Program Coordinating Committee), or CFC Committee, which is responsible for coordinating the campaign. The length of the assignment is determined by the assigning agency and, during one campaign, executives from several agencies may serve as Loaned Executives so that no one executive is away from his regular duties for a long period of time.

There are a number of advantages for employees who accept such assignments: It helps develop leadership and other executive qualities, and build a knowledge and understanding of the private voluntary health and welfare services. Generally speaking, Loaned Executives will gain a working experience not available within their own organizations and which should be helpful to them in carrying out their regular assignments in their own agencies.

The employing agency decides who will serve as a Loaned Executive and the length of the detail. Executives may not be loaned or assigned to any specific voluntary organization, but only to the official Combined Federal Campaign group. While the Executive will work

closely with the private voluntary agencies, an assignment to the staff of the private voluntary organization is prohibited. When on assignment to the CFC, the Executive should be placed on administrative leave.

4.6 BASIC CFC GROUND RULES. The arrangements outlined in sections 4.6 through 4.15 constitute basic ground rules for the Combined Federal Campaign. Certain local variations are permissible if specifically authorized in this chapter and if the voluntary groups unanimously agree to modification.

Within the basic ground rules established by the Chairman of the Civil Service Commission, the local Federal coordinating group is authorized to make final decisions on all matters on which the voluntary groups cannot agree after a reasonable period of negotiation, such as the details in setting ratios for division of undesignated money, in drafting campaign materials, in relative publicity, etc. The local Federal coordinating group is expected to give thoughtful consideration to the equities involved and the recommendations of each voluntary agency on the matters at issue and to render impartial decisions which will promote the purposes of the Combined Federal Campaign. However, any modification of ground rules in specific instances will be requested by Federal coordinating groups from the Office of the Chairman, Civil Service Commission, and modifications will be granted only in most exceptional circumstances.

The CFC Committee or joint work group should proceed promptly to work out the detailed arrangements for the campaign, covering the items listed below.

- a. *Campaign Name.* The name will be the Combined Federal Campaign. The title should include the year for which contributions are solicited and identification of the locality, as for example: 1977 San Antonio Area Combined Federal Campaign.
- b. *Campaign Period.* The solicitation period may be any period not in excess of six consecutive weeks between September 1 and November 30.
- c. *Campaign Area.* The exact geographical area to be covered by the combined campaign will be determined locally, taking

into account past practice and the feasible scope for a single, coordinated campaign. Generally, this will be the area that has been used for a coordinated campaign on behalf of the local united fund or chest. At some locations, however, more than one united fund or chest may be involved in a single CFC. Because of economies possible in this arrangement, consolidation is encouraged where it will not impair fund raising, and local arrangements to this end are desirable. Any changes in campaign area should be discussed with the local voluntary agencies; final decision authority rests with the Federal coordinating group. In any case, clear demarcation of the area to be covered in the campaign is necessary, since receipts may be distributed only to organizations which participate in the CFC.

All civilian employees and members of the armed forces in Federal offices and installations in the local campaign area are included whenever a CFC is organized.

- d. *Past Contributions Data.* Each of the authorized voluntary agencies must report past contributions data. This information forms the basis for the division of CFC receipts among the voluntary groups. The Federal coordinating group should compile past receipts records from the voluntary agencies as required by the method for dividing campaign receipts described in the following section.

4.7 DIVISION OF RECEIPTS. Dollars do-

nated or pledged in a Combined Federal Campaign are either *designated* by the contributor for a specific voluntary organization, or *undesignated*. *Undesignated* funds are those contributions not designated to any particular beneficiary organization. Designated receipts are always credited to the designated organization.

The following method will be used for distribution of undesignated receipts for all CFCs which have been in existence for five years, unless the representatives of the participating voluntary groups unanimously agree on another method: A total dollar base will be established each year equal to a minimum of 90% of the contributions raised in the previous year's campaign. The local Federal coordinating group, after consultation with the voluntary groups, may decide to use a higher percentage of the previous year's receipts in setting the dollar base up to 110% of the previous year's receipts. The total dollar base so established will be distributed among the groups in the same percentage ratio as each group's average receipts from the past five CFCs (fall 1972, 1973, 1974, 1975 and 1976) bear to the total receipts reported at the close of those campaigns. These percentages represent a recognition that the pattern of giving experience demonstrated over the past five years of CFC operation can and does adequately identify a pattern sufficient to provide a continuing foundation for principal decisions relating to the distribution of undesignated funds. The resulting percentages, therefore, will remain in effect indefinitely.

EXAMPLE:

	<u>Group A</u>	<u>Group B</u>	<u>Group C</u>	<u>Total</u>
Fall 1972	\$120,870	\$ 21,152	\$ 9,066	\$151,088
1973	126,914	22,210	9,519	158,643
1974	132,843	23,248	9,963	166,054
1975	139,486	24,409	10,461	174,356
1976	<u>147,158</u>	<u>25,753</u>	<u>11,037</u>	<u>183,948</u>
Total	\$667,271	\$116,772	\$50,046	\$834,089

Using the above figures, the total dollar base for the fall 1977 campaign would be \$165,553.20, or 90% of the total amount raised in the fall 1976 campaign. Group A's dollar base would be \$132,442.56, or 80% of the total; Group B's dollar base would be \$23,177.45, or 14% of the total; and Group C's dollar base would be \$9,933.19, or 6% of the total.

The dollar base for the groups may be adjusted appropriately in the discretion of the local Federal officials based on shifts of member agencies from one group to another. The addition of agencies to a group is not a basis for changing the dollar base of that group; however, such addition would represent a "new or additional requirement" on that group and, therefore, may be appropriate justification for the assignment of overbase funds, if any, to that group by the local Federal officials.

All designations must go to the agency named, even though the group exceeds its dollar base through designations. Designations will be credited toward the dollar base of each group, and undesignated funds will be used as needed to fill up the dollar base. If the funds raised are insufficient to meet the dollar base of each group, or if they meet the dollar bases of some groups and not others, after all the designated money is credited the undesignated funds shall be added in such amounts as to assure that each group achieves an equal percentage of its predetermined dollar base.

Undesignated overbase funds will be distributed among the groups at the discretion of the local Federal coordinating group. In allocating overbase funds the Federal officials should give consideration to any new or additional program requirements (including a Red Cross emergency or disaster campaign) in local, national or international functions that are justified to them by the voluntary groups. Participating groups will be afforded the opportunity in person or in writing, to present their views on new or additional requirements prior to final allocation of overbase funds. The justification of new and additional requirements and the allocation of overbase funds shall take place as soon as final campaign results can be determined.

A Combined Federal Campaign locality which does not have five years' CFC experience will continue to use Method A or Method B as at present and when 5 years' experience has been accumulated will adopt the new method. CFCs established for the first time will use the present Method B until 5 years' experience has been accumulated. For these CFCs, instructions for the use of Methods A and B are included at the end of this chapter as Attachment C.

4.8 CONTRIBUTOR DESIGNATION. The right to designate will be plainly stated in the contributor's leaflet, but designations will be neither encouraged nor discouraged by keymen solicitors or in campaign publicity materials and speeches, or in materials released to public media.

The contributor's information leaflet will identify the authorized voluntary groups and list their member organizations with a brief statement describing each organization's program. The leaflet will explain how the funds will be divided among the groups and of the contributor's right to designate gifts to individual organizations. Several boxes will be provided on the pledge form so that the contributor may designate his gift. A minimum of five boxes for designation purposes will be shown on the pledge card itself. The reverse side of the pledge card may be used; however, the five designation boxes should appear on the pledge card itself. Separate designations slips are not authorized regardless of the formula used for division of receipts. The pledge form will provide a line for the employee to confirm his choice of designation by entering his initials, and the keyman will be instructed to ensure that designations have been so validated before turning in the completed cards.

Mention will be made in the contributor's leaflet and provision made on the pledge form for designation only to individual organizations, not to voluntary groups. No information will be included that leads the contributors to designate to voluntary groups. If, however, the contributor should write in a group designation, it will be tabulated and allocated to the group in accordance with the contributor's instructions. If contributions are designated to organizations not participating in the local CFC, they will not be accepted but returned to the contributor.

4.9 DOLLAR GOALS. A dollar goal for the overall combined campaign is recommended. Generally, it provides a focus for group spirit and unity of purpose that contributes materially to success. By apportioning the goal equitably among the Federal offices and installations, each agency shares responsibility in the team effort and has a mark with which to gauge its progress.

The dollar goal should be set with the advice

and consultation of the voluntary groups. In developing the proposed goal, the local coordinating group should take into account past giving experience in local Federal campaigns, the needs and reasonable expectations of the voluntary agencies in the current campaign situation, and the probability of a substantial increase in the level of giving due to the single campaign and payroll payment plan. The objective should be to set a goal that is attainable and which can be exceeded in an enthusiastic and purposeful campaign.

Dollar goals are not required. An alternative approach, used successfully in some CFCs, is to rely on "suggested giving" as the principal incentive. For example, the "goal" could be 75 percent participation at the suggested giving level.

4.10 SUGGESTED GIVING GUIDES AND VOLUNTARY GIVING. Suggested giving guides for individual contributions should be constructed locally. The suggested amounts should correlate proportionally to employee pay scales and should reasonably relate to the campaign goal and guides used in local private employment. The guide should also show the suggested amount of periodic payroll deduction appropriate for various pay levels. Guides for cash giving or direct-payment pledges may be included. These are usually represented in terms of percent of annual income, number of hours' pay, or suggested size of gift in relation to various income levels.

The guide may be printed in the contributor's leaflet or on the pledge form. It will be accompanied by a statement explaining that the guide is provided because employees often ask for one but that the decision to give and the amount is up to each employee. In this connection, Federal agencies are not authorized to furnish individual employee suggested giving guides based upon the employee's specific pay or grade; a guide of this kind is comparable to an individual quota or assessment which is prohibited.¹ The contributor's leaflet or the pledge form must also include the express statement that the employee has the privilege of making his gift confidentially in a sealed envelope which will be delivered unopened to

the Combined Federal Campaign headquarters.²

It is desirable to emphasize the CFC concept of a single annual campaign in the contributor's leaflet and other campaign publicity. Reference should be made to the fact that the contributor's CFC pledge is to cover what he would have given in the three (or four) separate campaigns held annually and that the privilege of payment through payroll withholding makes it possible for him to pledge a full year's commitment at one time.

4.11 CENTRAL RECEIPT AND ACCOUNTING FOR CONTRIBUTIONS. The authorized voluntary groups will arrange, through written agreement, for a central receipt and accounting point in the local area for CFC contributions. A central receipt and accounting point is essential in order to avoid the need for multiple pledge and report forms, and to provide a central location for receipt of periodic remittances from Federal payroll offices during the ensuing year. Central receipt and accounting can be arranged as a joint operating activity of the voluntary groups. One of them can act as agent for all with a sharing of expenses or they may be able to obtain voluntary services from a local bank or other financial institution.

The central accounting point will first tabulate the designated contributions as specified on the pledge cards, and then tabulate the *undesigned funds*. The central point will use the final audited totals of designated and undesignated contributions of each voluntary group as the consolidated ratio for distribution of receipts. The voluntary groups will be responsible for distribution to member organizations in accordance with their internal agreements.

Provision must be made for the audit of CFC funds. If the CFC is over \$100,000, an independent certified audit must be performed. Copies of the audits will be shared with appropriate local Federal officials and each participating voluntary group.

The cost of central receipt and accounting (and other identifiable expenses such as the *printing of campaign and publicity materials*) will be shared by the voluntary groups under any arrangement that is mutually acceptable to them. To avoid subsequent misunderstandings, they should agree on a CFC budget and formal-

1. See Manual, sec. 6.5

2. See Manual, sec. 6.6

ize a written agreement (Section 4.5) in advance of the campaign, specifying the nature of the expenses to be shared, the method of distribution and the time of billing. Development of a CFC budget is required in all campaigns. Generally, expenses should be shared among the groups in the same ratio as their total campaign receipts, based on final audited totals of designated and undesignated contributions. Central accounting and expense-sharing agreements are the responsibility of the voluntary groups and the Government will not enter into their administration.

In addition to the usual method of cash contribution and direct payment of pledges, the use of voluntary payroll withholding is authorized for military and civilian personnel at CFC locations. However, the local voluntary groups decide whether or not to provide for direct payment of pledges; cash contributions must be permitted. Keyman collection of installment pledges is not authorized.

4.12 CAMPAIGN AND PUBLICITY MATERIALS. Campaign and publicity materials will be developed in the local area and will be printed and supplied by the voluntary agencies. Local voluntary agencies should be aware of CFC materials available to them on a national basis from their headquarters, and decide themselves whether to use the material or not. However, all publicity materials relating to CFC must have the approval of the appropriate local federal officials before being used. Distribution of any bona fide educational material of the voluntary agencies or provision of other services to employees at Federal establishments must be handled through the agency occupational health units, and not the CFC coordinators. While there is no intent to restrict the normal educational or service activities which voluntary agencies provide in Federal agencies, no special distribution of materials or services should be planned during the campaign which would have the effect of giving undue publicity to a particular voluntary group or agency during the campaign period.

A single Contributor's Information Leaflet, a Pledge Form and a Payroll Withholding Authorization are to be distributed by keyman to each potential contributor. The Pledge Form and Payroll Withholding Authorization may be

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one form.

Campaign materials should constitute a simple and attractive package which has fund-raising appeal and essential working information. Treatment should focus on the *combined* campaign and homogenous appeal without undue use of voluntary agency symbols or other distractions that compete for the contributor's attention. Extraneous instructions concerning the routing of forms, tallying contributions, etc. which are primarily for keymen should be avoided.

Generally, the layout and text of campaign and publicity materials are for local determination. Certain items are prescribed, as follows:

- a. *Contributor's leaflet.* This will be the only informational material distributed to individual contributors. It will describe the CFC arrangement, name the participating voluntary groups, and explain the provisions for designations, division of undesignated funds, the payroll deduction privilege, etc. It will list each member organization of the voluntary group with a brief statement of about 25 words on its program.
- Some sample CFC text items are included in Attachment A for illustration.
- b. *Pledge Form.* When completed, this working form will go to the central receipt and accounting point for the local area. Its format will include the appropriate number of boxes for designation purposes and a line for the contributor to validate his designation by initialing.
- c. *Payroll Withholding Authorization.* When completed, this form will go to the contributor's payroll office. There are some 1,400 separate payroll offices serving Federal personnel. Many of the Federal departments and agencies payroll on a national or area basis and payroll offices will be receiving withholding authorizations from a number of local combined campaigns. Accordingly, the withholding authorization must be in a standard format and bear adequate identification of the local campaign.

The name and mailing address of the local CFC central receipt and accounting point will be printed at the top of the form. The name should be the same as

that for the campaign, and include the year; for example, 1978 San Antonio Area Combined Federal Campaign. The year is needed so that the receipt point can differentiate between the last payroll remittances for one year and the first remittances for the next.

The box entitled "Identification No." will be used for the contributor's social security number, except in the case of agencies which have a separate payroll identification numbering system. There is no requirement to use this space and it should be used when it aids in accounting or campaign management.

The standard format and text for payroll withholding authorizations is shown in Attachment B.

Other campaign materials which may be needed, depending upon the size of the operation and local custom, include:

- a. *Chairman's Guide*. For use of campaign chairmen in individual Federal installations;
- b. *Keyman's Guide*. Instructions for keymen about CFC arrangements, solicitation methods and forwarding procedures;
- c. *Keyman's Report Envelope*. With tally sheets (which may be printed on the envelope) on which the keyman will list the names of contributors or the number of confidential envelopes enclosed;
- d. *Miscellaneous Campaign Items*. Contributor's Receipt, window stickers, posters, progress charts, awards, etc.;
- e. *Publicity Items*. News stories and fillers for the local press and house organs, employee letters, speeches of campaign leaders, division chairmen, films, television and radio material jointly sponsored by the voluntary groups.
- f. *Awards*. To recognize campaign achievements by Federal agencies, agency chairpersons, etc. Awards should be identified as "Combined Federal Campaign" awards. The presentation of awards and plaques by individual voluntary groups for CFC accomplishments is not permitted.

Privacy Act requirements regarding campaign materials are discussed in Chapter 6.

4.13 PAYROLL WITHHOLDING. The following policies and procedures are authorized for payroll withholding operations in accordance with Civil Service Regulations, Part 550, Pay Administration. Explanatory notes are shown in parentheses.

- a. *Applicability*. Voluntary payroll allotments will be authorized by all Federal departments and agencies for payment of charitable contributions to local Combined Federal Campaign organizations.
- b. *Allotment*. The allotment privilege will be made available to Federal personnel as follows:
 - (1) Employees whose net pay regularly is sufficient to cover the allotment are eligible. An employee serving under an appointment limited to 1 year or less may make an allotment to a Combined Federal Campaign when an appropriate official of the employing agency determines the employee will continue his employment for a period sufficient to justify an allotment. (This includes part-time and intermittent employees who are regularly employed.)
 - (2) Members of the Armed Forces are eligible, excluding those on only short-term assignment (less than 3 months). (The Department of Defense has modified its military pay allotment regulations to authorize allotments for CFC charitable contributions by service members.)
- c. *Authorization*.
 - (1) Allotments will be wholly voluntary and will be based upon contributors' individual written authorizations.
 - (2) Authorization forms in standard format will be printed by the combined campaign organization at each location. The forms and other campaign materials will be distributed to employees when charitable contributions are solicited.
 - (3) Completed authorization forms should be transmitted to the payroll offices as promptly as possible, preferably by December 15. However, if forms are received after that date they should be

accepted and processed by payroll offices.

d. *Duration.* Authorizations will be in the form of a term allotment for one full year—26, 24 or 12 pay periods depending upon the allotter's pay schedule—starting with the first period beginning in January and ending with the last pay period which begins in December. (The standardization of beginning and ending dates, except for individual discontinuances, is intended to simplify payroll operations and minimize costs.) However, the fact that an employee or military member will not be on duty for the full year should not preclude acceptance of a payroll allotment if he has sufficient time in service remaining to make the allotment practicable. Three months or more would be considered a reasonable period of time for which to accept an allotment.

e. *Amount.*

- (1) Allotments will make a single allotment which is apportioned into equal amounts for deductions each pay period during the year.
- (2) The minimum amount for allotment will be 50 cents biweekly or semi-monthly, \$1.00 monthly, with no restriction on size of increment above the minimum.
- (3) No change of amount will be authorized during the term of an allotment.
- (4) No deduction will be made for any period in which allotter's net pay, after all legal and previously authorized deductions, is insufficient to cover the allotment. No adjustment will be made in subsequent periods to make up for deductions missed.

(These conditions are for the purpose of simplicity and economy in payroll operations. The 50-cent minimum is essential in order to keep administrative expense in reasonable relation to the amount of contribution.)

f. *Remittance.*

- (1) One check will be sent by the payroll office each pay period, in the gross amount of deductions on the basis of current authorizations to the central receipt and accounting point at each location for which the payroll office

has received allotment authorizations.

- (2) The check will be accompanied by a statement *identifying the agency* and the number of employee deductions. There will be no listing of allotments included or of allotment discontinuances.

g. *Discontinuance.*

- (1) Allotments will be discontinued automatically:
 - (a) On expiration of the one-year withholding period:
 - (b) On death, retirement, or separation of allotter from the Federal service.
- (2) The allotter may revoke his authorization at any time by requesting it in writing from the payroll office. Discontinuance will be effective the first pay period beginning after receipt of the written revocation in the payroll office.
- (3) A discontinued allotment will not be reinstated.

h. *Transfer.* When an allotter moves to another organizational unit served by a different payroll office, whether in the same or a different department or agency, his allotment authorization will be transferred to the new payroll office, unless expressly revoked by the individual. If there is a delay in receiving the transferred authorization in the new payroll office, the allotter should be permitted to complete a new authorization for the remainder of the one-year withholding period, which will supersede and revoke his previous authorization.

i. *Accounting.* Federal payroll offices will oversee establishment of individual allotment accounts, deductions each pay period, and reconciliation of employee accounts in accordance with agency and General Accounting Office requirements.

(The simplified system provided in Section f. *Remittance*, is intended to minimize paperwork and to eliminate the need for any accounting reconciliations between payroll office and voluntary groups. The payroll office accepts responsibility for the accuracy of remittances, as supported by current allotment authorizations, and internal accounting and auditing

requirements. The voluntary groups or their designated agents accept responsibility for the accuracy of distribution of remittances among the member organizations and arrangements for independent audit agreed upon by the participating voluntary groups.)

4.14 ORIENTATION, TRAINING AND PUBLICITY ARRANGEMENTS. A formal plan should be developed to cover the orientation of management and employee organization officials, the training of keymen, and publicity to employees and service members.

Federal officials should assist campaign leaders by conducting an enthusiastic and purposeful solicitation in their installations in order to insure maximum group interest and response. Orientation sessions, however, should stress adherence to manual policies and procedures on prohibition against individual employee quotas, assessments, or any other form of coercive action, and on the employee's right of confidentiality as to the amount of his gift. Contributions must be voluntary.

It is essential that keymen be trained effectively on CFC procedures and be equipped to answer any questions or problems the contributors may have as well as questions of a substantive nature regarding the programs of the voluntary agencies.

Employees and service members should be told the background and purpose of the combined campaign arrangements, including the use of installment payment through payroll withholding. Special stress should be placed in pledging generously on a once-a-year basis in order to provide a fair amount of support for all authorized voluntary groups.

Care should be taken that the Combined Federal Campaign kick-off ceremony emphasizes the joint appeal aspect and the combined effort of the voluntary agencies involved. In

addition, there should be no publicity within Federal establishments given to specific voluntary agency needs that acts to detract from the consolidated effort represented by CFC.

4.15 NATIONAL COORDINATION AND REPORTING. The Assistant to the Chairman, U.S. Civil Service Commission, is responsible at the national level for advice to local Federal coordinating groups regarding CFC arrangements. Direct communication by mail and telephone is recommended.

Newly established field coordinating groups should promptly notify the Assistant to the Chairman so they can be added to the mailing list for receipt of any supplementary information or instructions issued. These new field coordinating groups are also required to report their campaign areas, their chairman's name and address, and the address of their central receipt and accounting point to the Assistant to the Chairman as soon as possible.

All chairmen of field coordinating groups are requested to furnish reports of campaign results to the Assistant to the Chairman, by January 15 of each year. A reporting format will be furnished CFC locations prior to that date requesting information on the results of the campaign, including the following:

- (1) *Basic data.* Number solicited, Number contributors, Total Receipts, Per capita gift;
- (2) *Payroll deductions.* Number authorizing, Total pledged;
- (3) *Designations.* Summary totals, by campaign organization;
- (4) Final distribution ratio for division of designated and undesignated receipts;
- (5) Narrative summary evaluation of CFC arrangement based upon campaign experience.

A copy of the report will be furnished each of the voluntary groups.

ATTACHMENT A

SAMPLE TEXT ITEMS

WHAT IS THE COMBINED FEDERAL CAMPAIGN? It's a one-time solicitation for voluntary health and welfare agencies. The (name of local united fund) and the National Health Agencies and International Service Agencies (add American Red Cross where appropriate) which normally would solicit next spring are cooperating locally in a single campaign for Federal personnel. This will be the only fund-raising drive for voluntary agencies this year.

HOW DID IT COME ABOUT? Many employees have asked for a single charity drive. It can save a great amount of time and expense for the Government and the voluntary agencies. One drive makes it practicable, too, to have a payroll payment plan. The Combined Federal Campaign has the full endorsement of the heads of executive departments and agencies and the presidents of major employee organizations.

WHY PAYROLL PAYMENT? Employees and servicemen want to contribute their fair share. Payroll payment helps you to do this because you spread your gift in small installments over a full 12 months. What you give does not depend upon how much cash you have on hand at the time you are solicited. Remember, your one-time pledge covers all charitable contributions on the job this year.

The payroll payment plan is available to all civilian employees and to members of the Armed Forces who are assigned in this area. Its use is optional and voluntary with the contributor, under the ground rules which the Government has set to keep down payroll withholding costs:

1. Minimum allotment per payday is 50¢ if you are paid every two weeks or twice a month, or \$1 if paid monthly. Above these minimums, allotment may be in any amount.
2. Withholding in the amount authorized will be for a full year beginning with the first pay period in January. You may discontinue the allotment at an earlier date upon written request to the payroll office, but you cannot change the amount or begin payroll payment again in 19—.

HOW ARE PLEDGES DIVIDED AMONG THE CAMPAIGN ORGANIZATIONS? Contributions which are designated to a participating agency will be honored and credited to the appropriate group. (Insert here an appropriate description of the method to be used in the local campaign for distribution of undesignated funds among the voluntary groups.)

SUGGESTED SCALE OF GIVING. Everyone wants to help his fellowman, but the question is frequently asked "What's my share?" Of course, there's no single answer. The Guide below suggests what a fair share of the campaign goal would be for those at various income levels. It is not to be regarded as a quota or an assessment on any individual. The decision to give and the amount is up to you.

Be as generous as you can.

Make checks payable to "Combined Federal Campaign."

Suggested giving guide

Annual income	Suggested annual contribution	Suggested biweekly ¹ allotment
Up to		
\$4,000		
5,000		
6,000		
7,000		
8,000		
9,000		
10,000		
11,000		
12,000		
13,000		
14,000		
15,000		
16,000		
17,000		
18,000		
19,000		
20,000		
Over 20,000	(2)	(2)

(Suggested annual contribution is a matter for local determination. However, in arriving at it, the fact that the CFC combines the drives of the three groups should be taken into consideration.)

¹Twice this if payday is monthly.

²1% (or other figure determined locally).

Contributions are tax deductible.

Contributors who use direct payment have the option of making a confidential gift through

the use of a sealed envelope which will be delivered without opening to Combined Federal Campaign Headquarters.

(INSERT NAME AND ADDRESS OF LOCAL CAMPAIGN)

NAME (FIRST)	(INITIAL)	(LAST)	IDENTIFICATION NO. OR SOC. SEC. NO.
DEPARTMENT, BUREAU OR AGENCY			LOCATION OR TIMEKEEPER

TOTAL GIFT \$ _____
 PAID BY:
 PAYROLL DEDUCTION
 (Complete Authorization Below)
 CASH \$ _____
 CIVILIAN MILITARY

1978 COMBINED FEDERAL CAMPAIGN

FILL IN BLANK BOX OR CHECK BOX SHOWING THE AMOUNT OF YOUR DEDUCTION PER PAY PERIOD

Minimum amount for use of payroll withholding is 50¢ each payday if paid every two weeks or twice monthly, \$1.00 if paid monthly. The amount indicated by military personnel will be the monthly amount to be deducted as an allotment from pay.

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/> \$11.00	<input type="checkbox"/> \$9.50	<input type="checkbox"/> \$8.50	<input type="checkbox"/> \$6.00	<input type="checkbox"/> \$4.25	<input type="checkbox"/> \$2.75	<input type="checkbox"/> \$1.25
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I hereby authorize the above named agency or any other agency of the United States Government by which I may be employed during 1978 to deduct the amount shown above from my pay each pay period during calendar year 1978, starting with the first period beginning in January 1978 and ending with the last pay period which begins in December, providing that the amounts so deducted shall be remitted to the Combined Federal Campaign shown above. I understand that this authorization may be revoked by me in writing at any time before it expires.

Date _____ SIGNATURE _____
 TO FEDERAL PAYROLL OFFICES:
 IF THE CONTRIBUTOR MOVES TO THE JURISDICTION OF ANOTHER PAYROLL OFFICE BEFORE 1978, THIS AUTHORIZATION SHALL BE FORWARDED.
 CSC FORM 804 1978

This is the payroll withholding authorization card which goes, when completed, to the contributor's payroll office.

NAME (FIRST)	(INITIAL)	(LAST)	IDENTIFICATION NO. OR SOC. SEC. NO.
DEPARTMENT, BUREAU OR AGENCY			LOCATION OR TIMEKEEPER

TOTAL GIFT \$ _____
 PAID BY:
 PAYROLL DEDUCTION
 (Complete Authorization Below)
 CASH \$ _____
 CIVILIAN MILITARY

1978 COMBINED FEDERAL CAMPAIGN

AMOUNT OF DEDUCTION

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/> \$11.00	<input type="checkbox"/> \$9.50	<input type="checkbox"/> \$8.25	<input type="checkbox"/> \$6.00	<input type="checkbox"/> \$4.25	<input type="checkbox"/> \$2.75	<input type="checkbox"/> \$1.25
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Date _____ SIGNATURE _____
 CSC FORM 804 1978

This card goes, when completed to the central receipt and accounting point. The back of the card provides space for the contributor to designate to specific agencies and a line on which to validate his designation by initialing.

- MAKE CHECKS PAYABLE TO COMBINED FEDERAL CAMPAIGN.
- CONTRIBUTIONS DEDUCTIBLE FROM FEDERAL INCOME TAX.
- CONTRIBUTORS HAVE THE OPTION OF MAKING A CONFIDENTIAL GIFT THROUGH THE USE OF A SEALED ENVELOPE WHICH WILL BE DELIVERED WITHOUT OPENING TO THE COMBINED FEDERAL CAMPAIGN HEADQUARTERS.
- IF YOU WISH TO DESIGNATE TO A SPECIFIC AGENCY, USE REVERSE OF BOTTOM CARD.

Privacy Act Notice For:
CSC 804, Combined Federal Campaign Pledge Card

GENERAL
 This information is provided pursuant to Public Law 93-579 (Privacy Act of 1974), December 31, 1974, for individuals who complete the pledge form for Combined Federal Campaign contributions.

AUTHORITY
 Executive Order 10927, March 18, 1961, authorized the Civil Service Commission to make arrangements for national voluntary health and welfare agencies to solicit funds from Federal employees and members of the armed forces at their places of employment or duty stations.
 Public Law 87-304, September 26, 1961, provides authority for the head of each department to establish procedures under which civilian employees are permitted to make allotments and assignments of amounts from their compensation.

PURPOSE AND USES
 The CFC Pledge Form is used as the authority to make deductions from employees' compensation and transmit such amounts to the organizations they designate. This information will be disclosed to payroll office personnel and personnel in the Department of the Treasury, Division of Disbursements.

EFFECTS OF NONDISCLOSURE
 The disclosure of this information is voluntary; however, payroll deductions and payments to organizations cannot be made without a complete form.

INFORMATION REGARDING DISCLOSURE OF YOUR SOCIAL SECURITY NUMBER UNDER PUBLIC LAW 93-679 SECTION 7 (b)
 Disclosure by you of your social security number may be deemed mandatory for the purpose of payroll deductions for contributions to charitable organizations under the Combined Federal Campaign Solicitation of the social security number is authorized under provisions of Executive Order 9397, dated November 22, 1943.

1978 CAMPAIGN YEAR
CONTRIBUTORS RECORD CARD

TOTAL GIFT \$ _____
 PAID BY:
 PAYROLL DEDUCTION
 (Complete Authorization Below)
 CASH \$ _____

THANK YOU FROM THE COMBINED FEDERAL CAMPAIGN

COMBINED FEDERAL CAMPAIGN
 INTERNATIONAL SERVICE AGENCIES
 UNITED WAY
 NATIONAL HEALTH AGENCIES

The Privacy Act notice may be printed on the cover of the pledge form, as shown above, so that it can be left with the contributor. If this information is not printed on the pledge form, it must be included in the contributor's leaflet.

ATTACHMENT C

(The following instructions are extracted from the previous edition of the Fund-Raising Manual for the information and use of those areas which do not have 5 years of CFC experience, as discussed on page 18.)

Method "A" for distribution of undesignated funds. (This method is for use in areas which used it prior to the fall 1971 CFC. In such areas it may be continued and Federal officials may make the decision to continue its use even if there is disagreement among the voluntary groups as to the particular method to use in the area. It may not be used in any other circumstances except where representatives of the participating groups unanimously agree to do so.)

Undesignated funds are the dollars donated or pledged in the combined campaign that are not designated to particular beneficiary agencies. Under this method, designated funds are credited to the group to which the designated agency belongs. The percentage distribution of undesignated funds among the authorized campaign organizations will be predetermined on a basis which gives effect to the past giving experience by Federal contributors in the local campaign area. A 3-year experience period is used so as to avoid severe fluctuations due to special factors affecting contributions in any one year.

The ratio of the total contributions received by each group in their local Federal campaigns during the latest 3-year period will be the basic ratio for division of undesignated funds. The local joint work group may recommend adjustments in this base as needed to accommodate to (1) inability to compile accurate data on past contributions in the local campaign area, (2) shifts of member agencies from one group to another, (3) a Red Cross emergency or disaster appeal, and (4) any other major circumstance which any of the groups believes should be considered in setting the final ratio. If the campaign organizations cannot agree on the final percentage ratio after a reasonable time for negotiation, the matters at issue will be referred with the recommendations of each organization to the Federal coordinating group for final decision.

Method "B" for distribution of undesignated funds. (This is the recommended method for

distribution of undesignated funds. It went into effect initially in the fall 1971 CFCs and may be used in any area which used this method in that campaign. If there is disagreement among the participating groups in such areas as to which method to use, the local Federal officials may make the decision to use this method. A variation of the method is used for first-time CFCs as explained below. Areas which have been using Method "A" in the past may change to Method "B" and in the event of disagreement among the participating groups as to which method to use, the decision may be made by the local Federal officials. It may also be used in any area regardless of previous method used where the representatives of the voluntary groups unanimously agree to do so.)

How the method works: Effective with the fall 1974 campaign, a dollar amount as a base will be established for each group equal to the average of its receipts from the previous three years Federal campaigns (include receipts from CFC or independent campaigns) in the local area, before shrinkage and expenses. The dollar base for each group so established shall remain in effect until modified by instructions from the Chairman of the Civil Service Commission, except that the dollar base for each group shall be adjusted annually beginning in fall 1975 as determined by the Chairman of the Civil Service Commission in keeping with any changes in the Consumers Price Index from the base month of March of the previous year.

The dollar base for the groups may be adjusted appropriately in the discretion of the local Federal officials based on shifts of member agencies from one group to another. The addition of agencies to a group is not a basis for changing the dollar base of that group; however, such addition would represent a "new or additional requirement" on that group and, therefore, may be appropriate justification for the assignment of overbase funds, if any, to that group by the local Federal officials, as discussed in the following paragraph.

For purposes of division of receipts, all designated funds will be credited toward the dollar base established for the appropriate group. Undesignated funds will then be added to each group's designated funds as necessary to achieve the group's dollar base. Any undesignated

nated funds remaining after the dollar base of each group has been achieved shall be distributed among the groups in the discretion of the local Federal coordinating group giving consideration to new or additional requirements (including a Red Cross emergency or disaster campaign) in local, national or international functions as justified to the Federal coordinating group by the voluntary organizations. Justification of new or additional requirements as a basis for allocation of undesignated funds remaining after the dollar base of each group has been achieved and the allocation of such funds shall take place following the campaign as soon as final campaign results can be determined.

If insufficient funds are raised to meet the dollar base of each group, or if the distribution of funds is such that the dollar base of each group cannot be met, and after all designated money is credited to the dollar base of the appropriate group, the remaining undesignated funds shall be added to the designated funds of each group in such amounts so as to assure that each group achieves an equal percentage

of its predetermined dollar base, except where a group exceeds that percentage on the basis of designated funds.

Method "B" as applied to first-time CFCs. For a first-time CFC, the dollar base for each group will be determined by its average gross receipts over the most recent 3-year period in Federal campaigns in the local area. After applying designated funds, all undesignated receipts will be used to fulfill the dollar base of each group. Any undesignated funds remaining after the dollar base of each group has been met will be distributed in accordance with the ratio derived from the most recent 3-year experience of the groups. The results of the campaign for the first CFC will establish the dollar base for each group for a subsequent 3-year period or until modified by instructions of the Chairman of the Civil Service Commission, except that the dollar base for each group shall be adjusted as determined by the Chairman of the Civil Service Commission annually in keeping with any change in the Consumers Price Index from the base month of March of the previous year.

ELIGIBILITY REQUIREMENTS FOR NATIONAL VOLUNTARY AGENCIES

5.1 **PURPOSE.** These eligibility requirements are established to insure that:

- a. Only responsible and worthy voluntary agencies are permitted to solicit on the job in Federal installations;
- b. The funds contributed by Federal personnel will be used effectively and for the announced purposes of the soliciting agencies; and
- c. All recognized national voluntary agencies have field organizations capable of participating equitably in the joint campaign arrangements required by the Federal program.

5.2 GENERAL REQUIREMENTS.

5.21 *Type of Agency.* Only nonprofit, tax-exempt charitable organizations, supported by voluntary contributions from the general public and providing direct services to persons in the fields of health and welfare services are eligible for approval. Where the health and welfare services are provided by international agencies, such services must be consistent with the policies of the United States Government.

Agencies which are supported primarily through united funds and community chests will only be recognized for independent participation in the Federal fund-raising program in non-federated communities and the overseas area. Such agencies may be eligible for participation in the overseas fund-raising program only if they provide a specific service to persons overseas and meet all other eligibility requirements. National voluntary agencies, not receiving primary support from local united ways, must meet all eligibility requirements in order to participate in the domestic and overseas campaigns.

5.22 *Integrity of Operations.* Only voluntary agencies having a high degree of integrity and responsibility in the conduct of their affairs will be approved. Funds contributed to such organizations by Federal personnel must be effectively used for the announced purposes of the agency.

5.23 *Avoidance of Competition.* To avoid solicitation competition, approval will not be granted to more than one national health agency within a single field which deals with physical handicap or disease, or to more than one international service agency meeting a particular human need in the same geographic area. For any departure to this policy the voluntary agency must demonstrate that it would be in the interest of the public served and the employee contributors.

5.24 *National Scope.* The voluntary agency must demonstrate that:

- a. It is organized on a national scale with a national association which is representative of its constituent parts and which, through its board of directors, exercises close supervision over the operations and fund-raising policy of any local chapters or affiliates.
- b. It has earned good will and acceptability throughout the United States, particularly in cities or communities within which or nearby are Federal offices or installations with large numbers of personnel.

Good will and acceptability can be demonstrated when a voluntary agency's operating chapters provide service in all or most of the States, and when contributor support comes from all or most parts of the nation. It can also be demonstrated by the extent of public support, the number and location of contributors, the national character of any public campaign, the reputation of the organization nationally, and the proportionate effect of the organization's participation in the Federal program on total campaign income. It is not necessary that international agencies show chapter or affiliate coverage in all or most States.

- c. It has sufficient fund-raising representatives at decentralized locations to be able to enter into full participation with a group of voluntary agencies in conducting local campaigns throughout the United States.

- d. If it is a national health agency, it has a well-defined national program involving research, education, and community services with sufficiently developed local chapter or affiliate coverage to implement its national program and local service programs in cities or communities within which or nearby are Federal offices or installations with large numbers of personnel.*
- e. If it is an international service agency, it has a well-defined program, not duplicative of existing programs, which meets basic human needs in an overseas area.

5.25 *Type of Campaign.* Approval will be granted only for fund-raising campaigns in support of current operations. Capital fund campaigns are not authorized. Voluntary agencies must observe the policy and procedural requirements specified for fund-raising in the Federal service.

5.3 SPECIFIC REQUIREMENTS.

5.31 *Program.* The voluntary agency is required to have an active and necessary program which provides for direct services to persons, with particular regard to the welfare of the public and the persons served, and for consultation and cooperation with established agencies in the same or related fields, and for efficient operations.

5.32 *Volunteer Control.* The voluntary organization must be directed by an active, voluntary board of directors which serves without compensation, holds regular meetings, and exercises effective administrative control.

5.33 *Finances.* The voluntary agency must adopt the Standards of Accounting and Financial Reporting for Voluntary Health and Welfare Organizations and maintain a financial system which includes accounting procedures acceptable to an independent certified public accountant. It must conduct fiscal operations in

*While a national health agency may meet eligibility requirements, local chapters, in order to participate in the local fund-raising program, must provide a direct and meaningful service in the area (county) in which the campaign is being conducted (see Section 3.532b and Section 4.2b).

accordance with a detailed annual budget which is prepared and approved at the beginning of the year by the board of directors, with their prior authorization of any significant variations from the approved budget.

5.34 *Administrative and Fund-Raising Expense.* Administrative and fund-raising expenses must be reasonable. Expenditures for administration and fund-raising not exceeding 25% of total support and revenue will be considered reasonable. Where administrative and fund-raising expense exceeds this percentage, the burden is on the voluntary organization to demonstrate the reasonableness of its fund-raising and administrative expenses under all the circumstances in its case.

5.35 *Fund-Raising Practice.* The voluntary agency's publicity and promotional activities must be based upon the actual program and operations of the agency, must be truthful and nondeceptive, and must include all material facts. The agency's fund-raising practices must assure protection against unauthorized use of agency contributors' lists; no payment of commissions, kickbacks, finder fees, percentages, bonuses, or overrides for fund-raising; no mailing of unordered tickets or commercial merchandise with a request for money in return; and no general telephone solicitation of the public.

5.36 *Nondiscrimination.* The voluntary agency must observe a policy and practice of nondiscrimination on the basis of race, color, religion, sex, or national origin, applicable to persons served by the agency, to agency staff employment, and to memberships on the agency's governing board, as prescribed in Chapter 7. Organizations which are organized along religious lines or which are organized to serve persons of a particular sex may nevertheless meet eligibility requirements if a bona fide purpose for organizing along religious lines or for directing services to persons of a particular sex can be shown.

5.37 *Annual Report.* The voluntary agency must prepare an annual report to the general public which includes a full description of the agency's activities and accomplishments and the names of chief administrative personnel.

5.38 *Financial Reports.* Preparation of a consolidated annual financial report to the general public in accordance with the Standards of Accounting and Financial Reporting for Voluntary Health and Welfare Organizations and certification of such report by an independent certified public accountant is also required. The consolidated report shall include all income and expenditures for the national operations and all chapters, committees, affiliates, or satellites.

5.39 *Independent Audit.* The voluntary agency must provide for an annual external audit by an independent certified public accountant.

5.40 *Source of Funds and Costs Report.* The voluntary agency must file a special report with the Chairman of the U.S. Civil Service Commission which discloses on a consolidated basis the agency's (including chapters and affiliates) sources of funds, fund-raising expense, and use of net funds in its most recent fiscal year.

5.4 APPLICATION REQUIREMENTS.

5.41 *Exemptions.* The American National Red Cross, and local community chests or united funds which are members in good standing of, or are recognized by, the United Way of America are exempt from these application requirements except for the nondiscrimination requirements of paragraph 5.46i and the accounting and financial reporting requirements of paragraph 5.46g. In addition, the United Way of America, as a national organization, must conform in its financial reporting to the Standards of Accounting and Financial Reporting for Voluntary Health and Welfare Organizations. Each local united way must also assure that the fund-raising and administrative expenses of its local members are reasonable. Expenditures for administrative and fund-raising costs not exceeding 25% of total support and revenue will be considered reasonable. Before the start of the campaign, the local United Way should certify to the local Federal coordinating group that member agencies participating in the CFC meet this requirement. Any exception to this requirement for individual united fund member agencies must be approved by the local Federal coordinating group.

For purposes of this section, the American

National Red Cross and its chapters are recognized as operating an accounting and financial system in substantial compliance with the Uniform Standards of Accounting and Financial Reporting for Voluntary Health and Welfare Organizations and certification to this effect by local chapters is not required. However, local Red Cross chapters are required to furnish nondiscrimination assurances, as required by Section 7.4 of Chapter 7.

5.42 *Annual Applications.* In order to be considered for solicitation privileges in domestic or overseas campaigns in the Federal service, each national voluntary agency must file an application annually. National voluntary agencies which have already been approved for fund-raising privileges in the Federal service are not required to submit the information requested in sections 5.46 a, b, c, d, h, and i, except where there has been a substantial or significant change in these items; for example, a change in purpose of the organization or a decline in chapter coverage or activity. They are required to furnish information in sections 5.46 e, f, g, j, k, l, and m.

5.43 *Time and Place of Filing.* Application must be filed with the Office of the Chairman, U.S. Civil Service Commission, Washington, D.C. 20415 and must be postmarked on or before December 1. Applicants are urged to file as early as possible.

5.44 *Eligibility Decisions.* The Chairman, U.S. Civil Service Commission, with the assistance of an eligibility committee of government officials and employee organization leaders, uses the information filed with the agency's application and derived from other responsible sources to make his decision on an agency's eligibility.

5.45 *Notice of Decision.* Applicants are notified of the decisions on their applications as soon as possible after filing. If dissatisfied with the Chairman's decision, the applicants have the opportunity to request a personal appearance before the Chairman's representative or a review of the decision by that official without a personal appearance.

5.46 *Form and Content of Application.* Applications shall be filed in the following form, and will include the information, documents and data specified:

- a. *Corporate Name and Fiscal Year.*
- b. *Origin, Purpose and Structure of Organization.* Furnish information to show that the voluntary agency meets the General Requirements of Section 5.2. Applications for overseas campaign privileges alone will be considered under modified requirements for paragraphs 5.24c and d.
- c. *Chapters, Affiliates or Representatives.* Furnish a list of chapters, affiliates or representatives in alphabetical order by State. Under the State, list cities with chapter, affiliate or representative by names and addresses.
- d. *National Scope (sec. 5.24).* Demonstrate the good will and acceptability of the organization throughout the United States.
- e. *Program (sec. 5.31).* Outline the program. List the names of other national voluntary agencies which offer similar services covering the whole or a part of the same field of activity, and state past and current relationships with such agencies.
- f. *Volunteer Control (sec. 5.32).* Describe board of directors' administrative activity in past year and list current board members' names, addresses and businesses or professions.
- g. *Finances (sec. 5.33).* Furnish certification by an independent certified public accountant of compliance with an acceptable financial system and adoption of the Uniform Standards.
- h. *Fund-Raising Practice (sec. 5.35).* State compliance with all factors in the section.
- i. *Nondiscrimination (sec. 5.36).* Furnish written assurance of nondiscrimination as prescribed by Chapter 7. If applicant has filed satisfactory nondiscrimination assurance and has maintained such nondiscriminatory policy or practice without substantial change, further assurance is not required in applications for renewal.
- j. *Annual Report (sec. 5.37).* Furnish copy of latest annual report.
- k. *Financial Report (sec. 5.38).* Furnish copy of latest financial report prepared in accordance with the Standards of Accounting and Financial Reporting for Voluntary Health and Welfare Organizations and provide certification by an independent certified public accountant that the report was prepared in conformity with the "Standards."
- l. *Independent Audit (sec. 5.39).* Furnish copy of latest external audit by an independent certified public accountant.
- m. *Source of Funds and Costs Report (sec. 5.40).* Furnish a special report to the Chairman of the Civil Service Commission consistent with the reporting requirements of the Standards referred to in section 5.38. The report must include the agency's sources of funds, expenditures by program service and supporting services with fund-raising and other expenditures listed separately. The report must cover the most recent fiscal year and represent a consolidated statement of national and affiliate income and expenditures. The amount of contributions received from united funds or community chests, from Federal service campaigns, and the total from other sources must be separately identified and shown as percent of total contributions. The report must be furnished in accordance with the format shown in the attachment to this Chapter.

5.5 PUBLIC ANNOUNCEMENT OF RECOGNIZED AGENCIES AND ASSIGNED PERIODS.

Early in the calendar year, the Chairman of the Civil Service Commission announces the names of all voluntary agencies eligible for participation in the Federal fund-raising program for the ensuing campaign year and specifies the assigned periods for solicitations within the Federal service.

ATTACHMENT A

(Agency)
SOURCE OF FUNDS AND COSTS REPORT

(For the year ending)
(date)

Support from the Public:		
Received Directly:		
Contributions	\$	Percent of income
Special Events (less related expenses of \$.....)
Subtotal
Received Indirectly:		
United Funds and/or Community Chests
Federal Service Campaigns
Other Contributions
Subtotal
Total Support from the Public
Miscellaneous Revenue:		
Government Grants (including grants-in-kind)
Service Fees, Literature Sales, etc.
Gain from the Sale of Products
Memberships
Investment Income
Other income
Total Miscellaneous Revenue
TOTAL SUPPORT AND REVENUE	100
Expenditures:		
Program Services:	Amount	Percent of expenditure
(Category)
Subtotal
Supporting Services:		
Management and general
Fund Raising
Subtotal
TOTAL EXPENDITURES	100
EXCESS OF REVENUE OVER EXPENDITURES—\$	

CAMPAIGN PRACTICES AND PROCEDURES

6.1 PURPOSE OF AUTHORIZED CAMPAIGNS. The program for fund-raising within the Federal service exists in recognition of the importance of voluntary agencies in our free society—agencies which complement and strengthen our tax-supported services in a manner which is vital to the well-being of the American people. Their voluntary services to human needs—in local communities and on the national and international scene—depend upon contributions of funds from the public. And the primary source of contributions is employed persons—those with jobs and regular income who recognize a social and civic responsibility to help their fellow citizen. Solicitation of employees on the job is authorized in the Federal service as in most other large organizations, in order to assist voluntary agencies in obtaining the funds to continue their worthy programs. Thus, the purpose of our approved campaigns is to familiarize Federal personnel with the human needs that are being met by voluntary programs and to encourage them to contribute a fair amount for their financial support.

6.2 TRUE VOLUNTARY GIVING. True voluntary giving is the free response of an individual to an appeal which gives him full knowledge of the human needs at stake and encourages him to contribute generously in relation to his financial ability and his responsibility as a good citizen.

6.3 CAMPAIGN OBJECTIVES. The purposes of the Federal fund-raising campaign are:

- a. To inform Federal employees of the essential role that voluntary agencies play in the community and the nation and their need for public support.
- b. To provide an opportunity for every individual to donate to specific worthy agencies with which he is familiar and which he wants to support.
- c. To seek 100 percent voluntary participation while preserving the individual's right to give or not to give.

- d. To stimulate generous giving in relation to the ability of the giver while preserving his right to give in a confidential manner if he chooses to do so.

6.4 ORGANIZATION FOR SOLICITATION.

6.41 *Management and Employee Organization Support.* The importance of meeting human needs through our voluntary agencies and of assisting Federal personnel to discharge their social and civic responsibility without fear of coercion calls for solid understanding, backing and cooperation from all levels of management and from employee organizations. The head of each Federal installation is responsible for providing local leadership to each authorized campaign by:

- a. Cooperating with voluntary agency representatives and the heads of other Federal agencies in the communitywide effort.
- b. Advance planning and activation of an effective campaign organization at his own installation.
- c. Enlisting the participation and support of employee organization leaders, where possible.
- d. Personal endorsement and follow-up through messages to all employees and contacts with management and supervisory staff.

6.42 *Advance Planning and Organization.* Advance planning and activation of the campaign organization requires:

- a. Selecting a campaign chairman or project officer, division chairmen and keymen who are able and enthusiastic;
- b. Briefing of management staff, campaign workers, and employee organization leaders on the policies of the Federal program and the educational material and administrative details involved in the campaign;
- c. Clear assignment of responsibilities for general publicity, kick-off rallies, indoctri-

nation meetings, and person-to-person solicitation—and for effective supervision, follow-up, and progress reporting at each echelon of the campaign organization.

These steps are primary and essential. A detailed guideline for effective campaigning is incorporated in the attachment to this chapter.

6.43 Keyman Responsibilities. A keyman is selected for the personal solicitation of about 25 employees, depending upon the unit organization. He or she should be chosen for leadership qualifications, compatibility with coworkers, and motivation toward successful performance. Since a keyman is acting, in effect, as an agent of the recognized voluntary agencies in contacting potential contributors, it is important that each keyman be given a thorough briefing on the program and purpose of the participating voluntary agencies, preferably by representatives of the fund-raising agencies themselves. The keyman's responsibilities are to:

- a. Personally contact each prospective contributor in the assigned group and provide the educational literature and contributor's card or envelopes appropriate to the campaign;
- b. Explain the services performed by the voluntary agencies and answer any questions about them and the Federal fund-raising program;
- c. Urge a generous gift, with the goal of 100 percent voluntary participation in mind; where appropriate call attention to local suggested giving guides;
- d. Collect employee contributions, forward them and make reports in accordance with local arrangements for the particular campaign.

6.5 DOLLAR GOALS, SUGGESTED GIVING GUIDES AND INSTALLMENT PLEDGES

6.51 Dollar Goals. In the Combined Federal Campaign, united fund and community chest campaigns, coordinated solicitations in non-federated communities and mixed areas, and in Red Cross campaigns in the domestic area, the local Federal agency head may accept an equitable dollar goal representing his installation's

share of the overall dollar goal for the community. When so accepted, the dollar goal for the installation may be allocated in the form of subgoals to principal divisions of the installation. The assignment of a dollar goal to an individual potential contributor is absolutely prohibited. Dollar goals are not authorized in the National Health Agencies and International Services Agencies campaigns.

6.52 Suggested Giving Guides. In campaigns which have dollar goals, campaign materials may include what the voluntary agencies consider one's suggested share of responsibility toward the success of the campaign. These suggestions are developed by the soliciting agencies for the giver's guidance and education, and are permissible in the Federal program. However, *there shall be no requirement that individual employees meet such guides when making gifts*, and care should be taken to see that the suggested giving guide is not misrepresented as an individual "assessment" or "quota."

6.53 Installment Pledges. In campaigns which have dollar goals, the voluntary agencies may provide for deferred payment of contributions through installment pledges.

6.6 CONFIDENTIAL CONTRIBUTIONS

6.61 Policy. The privilege of each Federal contributor to disclose his gift or keep it confidential is guaranteed in all campaigns. This right of privacy is safeguarded through the contributor's option to use a sealed envelope in making his donation, whether by cash, check or pledge. He need not place his name on the envelope and it will not be opened until received by the central receipt and accounting person. No effort may be made by any Federal official or employee to determine the amount of a contribution submitted in a confidential manner.

6.62 Keyman Procedures

6.621 Solicitation. Each potential giver must be given full opportunity to exercise his option to disclose the amount of his gift or keep it confidential. No action which might be coercive or contrary to the principles of true voluntary giving is permitted.

6.622 *Collection and Recording.* When a contributor makes his gift by sealed envelope, with or without his name on it, the keyman will preserve the confidentiality of the gift. He will only verify that the contributors' envelope bears the appropriate department or agency identification, and will write it on if necessary, in order to insure its safe transmittal and accountability. Where an individual receipt is required by campaign procedures, he will furnish the contributor a receipt leaving blank the amount of the gift. The keyman will forward the sealed envelopes in his Keyman Envelope. When sealed envelopes do not bear the contributor's name, the keyman will not list the name on his contributor's list or tally sheet but merely show the number of such anonymous contributions.

6.63 *Reports from Voluntary Agencies.* Any feedback reports from voluntary agencies will show the total amount of contributions, including the total in sealed envelopes. Voluntary agency reports will not show the amounts of individual contributions.

6.7 GENERAL PRIVACY OF CONTRIBUTIONS. The amounts of individual donations will not be made public or revealed to other personnel except in connection with the routine collection and forwarding of contributions and installment pledges. To avoid any possibility of coercive persuasion aimed at increasing an individual's gift, Federal officials or employees will not prepare or utilize for solicitation purposes lists of individuals revealing their previous gifts. Voluntary agencies will not publicize lists of Federal contributors showing the amounts of their donations. Agency campaign chairmen, keymen, and other campaign workers should take whatever actions or measures necessary to insure that these guidelines are followed in the conduct of the campaign within their agency.

6.8 PRIVACY ACT REQUIREMENTS. Public Law 93-579 (Privacy Act of 1974), which is intended to provide safeguards for individuals against unnecessary and unwarranted invasions of privacy, applies to systems of records under the control of any agency from which information is retrieved by the name of

an individual or by some identifying number, symbol or other identifying particular assigned to the individual. Section 6.7 of this Manual includes specific prohibition against Federal officials or employees preparing or utilizing lists of individuals revealing their previous gifts. Keymen or others in Federal agencies should not retain in their possession any records of contributions collected and forwarded through campaign channels to the central receipt and accounting point. It should be clearly understood that except for payroll withholding authorizations, no systems of records as contemplated by the Privacy Act are prescribed or even recommended in connection with the Federal fund-raising program.

The CFC pledge form, when used to authorize payroll deduction, becomes an agency record maintained in a system of records. The name and composition of such a system will likely vary among agencies, but it generally includes various pay records which would fall within the scope of the Privacy Act. Accordingly, the maintenance of the pledge form as a record authorizing payroll deductions should be acknowledged as a record which meets the Privacy Act criteria.

Further, the pledge form is subject to Section 7 of the Privacy Act since it does solicit social security numbers. The number is not needed on the form in all cases; it is required only when (1) payroll deductions are authorized, and (2) the social security number is required by the agency for payroll identification purposes.

A Privacy Act notice designed to comply with the requirements of the law will be printed on an item of campaign material that remains with the employee; for example, the contributor's leaflet or a portion of the pledge card that will be left with the contributor. It should not be printed on the pledge card itself which is sent to the payroll office, or on the card which is forwarded to the central receipt and accounting point. The required notice is as follows:

PRIVACY ACT NOTICE FOR

**CSC 804, Combined Federal
Campaign Pledge Form**

GENERAL

This information is provided pursuant to Public Law 93-579 (Privacy Act of 1974), December 31, 1974, for individuals who complete the pledge form for Combined Federal Campaign contributions.

AUTHORITY

Executive Order 10927, March 18, 1961, authorized the Civil Service Commission to make arrangements for national voluntary health and welfare agencies to solicit funds from Federal employees and members of the armed forces at their places of employment or duty stations.

Public Law 87-304, September 26, 1961, provides authority for the head of each department to establish procedures under which civilian employees are permitted to make allotments and assignments of amounts from their compensation.

PURPOSES AND USES

This form is used as the authority to make deductions from employees' compensation and transmit such amounts to the organizations they designate. This information will be disclosed to payroll office personnel and personnel in the Department of the Treasury, Division of Disbursements.

EFFECTS OF NONDISCLOSURE

The disclosure of this information is voluntary; however, payroll deductions and payments to organizations cannot be made without a completed form.

INFORMATION REGARDING DISCLOSURE OF YOUR SOCIAL SECURITY NUMBER UNDER PUBLIC LAW 93-579 SECTION 7(b)

Disclosure by you of your social security number may be deemed mandatory for the purpose of payroll deductions for contributions to charitable organizations under the Combined Federal Campaign. Solicitation of the social security

number is authorized under provisions of Executive Order 9397, dated November 22, 1943.

6.9 RAFFLES, LOTTERIES AND OTHER SPECIAL PROCEDURES PROHIBITED.

The program for fund-raising on the job has only one authorized procedure: personal solicitation of each potential contributor by designated keymen. Raffles, lotteries, carnivals, benefits and other special fund-raising procedures are contrary to Federal policy and are prohibited.

6.10 CAMPAIGN MATERIALS.

6.101 *Furnished by Voluntary Agencies.* All educational material and operational forms for Federal campaigns must be furnished by the participating voluntary agencies.

6.102 *Provisions for Confidential Giving.*

- a. The campaign literature and individual contributor's card must notify the contributor of his right and option to enclose his gift and pledge card in a sealed envelope. He may use any envelope for this purpose. The voluntary agencies are not required to furnish envelopes for individual contributors. If the required notice is not contained in the material furnished by the voluntary agencies,* Federal agencies should provide this notice by preparing an insert to the materials or arranging for oral instructions by the keymen. The provision involved is an express requirement of E.O. 10927.
- b. In the National Health Agencies and International Service Agencies Campaigns, the voluntary agencies will provide an envelope for each potential giver which shall bear on it a request to the contributor to enclose his gift and seal the envelope.

*This may occur through error or oversight, or in locations where so few Federal employees are involved that it is impractical for the voluntary agencies to provide a special notice.

6.103 *Recording and Forwarding Contributions.* The campaign literature should contain instructions to agency campaign chairmen and keymen on the procedures for recording and

forwarding contributions. Contributors lists or tally sheets, keyman's envelopes, and campaign report envelopes should bear printed instructions for their use.

CAMPAIGN GUIDELINES FOR VOLUNTARY GIVING

The policies for fund-raising in the Federal service recognize the importance of voluntary agencies in our American way of life, and the opportunity for employees to know about them and to give generously toward their support. At the same time, as set forth in Executive Order 10927, these policies stress the importance of true voluntary giving and establish certain individual safeguards such as the option of disclosing one's gift or keeping it confidential by the use of a sealed envelope, and the prohibition against assigning a special dollar goal or quota to an individual.

Any successful fund drive requires an enthusiastic campaign. But administrative and campaign officials, supervisors and keymen must be familiar with all of the provisions of the Federal program in order to know where to draw the line between proper and improper methods.

It is approved practice for management officials to call employees together, explain the need for and use of the funds being solicited and urge employees to give generously—as much as they can afford. Where there are dollar goals for the campaign, the distribution of a suggested giving guide, based on employee pay levels, is also approved practice and the guide is generally welcomed by employees as an indication of what might be a fair contribution. Difficulty arises if the suggested contributions outlined on suggested giving guides are confused or interpreted as "quotas." Even though two employees are in the same salary bracket, it does not necessarily follow that they are either able or inclined to make the same contribution. Some give considerably more—others less.

There is no place in the Federal fund-raising program for force or coercion. Campaigns must be conducted through an intensive program of employee information about the needs for and use of the solicited funds and by a strong appeal for contributions based on the contributor's ability and willingness to give voluntarily. In the final analysis, each employee must be the sole judge of what he can and will contribute

and whether or not he wishes to keep the amount of his contribution confidential.

PLEASE STUDY AND APPLY THE FOLLOWING SUGGESTIONS:

- I. *Agency or Installation Heads, Campaign Chairmen, and Division Campaign Chairmen*
 - A. Familiarize yourself personally with:
 1. The fundamentals of the Federal fund-raising program and its policies, and
 2. The approved campaigns and the work of the participating voluntary agencies.
 - B. Make sure that both the President's Message on the campaign and the issuance from the head of your department or agency are dispersed to every employee well in advance of the solicitation for funds.
 - C. Activate your agency's regular fund-raising organization down to the last keyman. Carefully select project personnel and keymen who are interested, able and enthusiastic.
 - D. Arrange training sessions for all campaign leaders before the beginning of the campaign so that they know the program needs of the agencies, the basic philosophy behind the Federal plan, and the campaign mechanics.
 - E. Issue fact sheets to all keymen regarding work of the agencies participating in the particular campaign so that they may explain the program and services of the benefiting agencies.
 - F. Make it clear that the campaign is important official government business and not an informal duty to be shrugged off. Remember that this is a social and civil responsibility—human needs are at stake and can only be met if most people give generously.
 - G. Issue a personal memorandum to all

employees urging them to familiarize themselves with voluntary agencies and their programs and to contribute as generously as possible.

- H. Utilize all public information channels and materials available to you so that each giver will understand the work of the agencies involved and the causes for which he is contributing. These should include informational bulletin board posters, house organs, campaign films, etc. Use the Press Kit materials before and during the drive. Work up special material based on eye-witness accounts of work of these agencies. Publish weekly progress reports.
- I. Have a kick-off rally for campaign workers at the department, bureau or installation level at least one week before the opening of the campaign. Use key speakers and audio-visual materials.
- J. Set a schedule of employee information meetings or rallies so that every employee is thoroughly briefed on the objectives, benefits, and needs of the private agencies in the campaign. Promote well-planned enthusiastic meetings within entire office divisions and units, using division heads, top supervisors and employee organization leaders.
- K. In campaigns which have dollar goals, inform everyone of installation and division goals and furnish them with a suggested giver's guide when appropriate.
- L. Encourage keymen to approach each employee individually and to make follow-up contact.
- M. Discourage contacts with individual givers by other than designated keymen. Management officials or supervisors should always talk to givers in groups and never put an individual "on the spot."
- N. Instruct campaign workers to avoid coercive pressure. If the keyman is interested and well-indoctrinated he can transmit this interest and enthusiasm to those he solicits.

- O. Start the campaign on time. Push it to an early conclusion. This will save staff time and lead to a better campaign.
- P. Ask for weekly or biweekly progress reports and use coordinators to assure that the campaign remains active throughout the full period, if necessary to complete solicitation.
- Q. Prepare a bar graph or other type chart for public display showing the progress of the campaign on a daily or weekly basis for each of the major campaign units.
- R. Report final results to employees and make sure senior officials write "thank-you" letters to all those helping them in the campaign. Outstanding performance merits official commendation in fund-raising as it would in other official activities.
- S. Survey a sampling of employees for their evaluation of the conduct of the campaign. As needed, act on the suggestions in planning the next campaign.

II. *Keymen*

- A. Plan solicitation carefully. Begin it at a strategic time for your unit, after a rally or meeting, on a pay day. (Concentrating on pay days is sound if cash gifts are appropriate.) Allow plenty of time for call-backs in order to follow-up on those who are missed on the first go-around.
- B. Contact everyone individually. Issue all appropriate educational and contributor's materials. Try to avoid more than one complete solicitation. The irritation caused by asking the same person a second or third time for his contribution can imply coercive pressure, can do harm to subsequent campaigns, and therefore, should be avoided.
- C. Stress 100 percent participation. No one has to give but almost everyone will want to give. Make the campaign a family affair with joint responsibility extending to the smallest giver.

D. Urge a generous gift in keeping with the employees' ability to give. (Let him know that only one appeal will be made for these agencies and that every gift counts.) Encourage payroll deduc-

tion giving. It is easier for the employee and provides better support to the campaign. Let the employee know that his gift goes to meet the needs of many agencies.

NONDISCRIMINATION REQUIREMENTS

7.1 NONDISCRIMINATION STANDARD. Voluntary agencies recognized for fund-raising privileges within the Federal service must operate without discrimination and must carry out affirmative action programs to assure equal employment opportunity. This policy applies to persons served by the agencies, to the staffs of the agencies, and to membership on their governing boards. Operating without discrimination means that:

- a. No person is excluded from service because of race, color, religion, sex, or national origin.
- b. There is no segregation of those served on the basis of race, color, religion, or national origin.
- c. There is no discrimination on the basis of race, color, religion, sex, or national origin with regard to hiring, assignment, promotion, or other conditions of staff employment.
- d. The agency has a written plan for and is undertaking positive action to achieve equal employment opportunity for all persons in the filling of its staff positions. The plan must include elements such as: contacts with appropriate organizations in the community including minority group and women's organizations concerning the agency's employment needs; recruitment advertisements in minority group news media when advertising in the general media is used to fill jobs; self-identification as an equal employment opportunity employer in recruitment advertisements; and using only those employment agencies which do not discriminate on the basis of race, color, religion, sex, or national origin for making job referrals.
- e. There is no discrimination on the basis of race, color, religion, sex, or national origin in membership on the agency's governing body.

7.2 EXEMPTIONS. Exemptions to the above requirements relating to religion or sex may be

granted if a voluntary agency is organized for a bona fide purpose on a religious basis or if its purpose is reasonably related to service of persons of a particular sex. National organizations requesting such exemptions are required to provide justification to the Civil Service Commission. Local organizations must request the appropriate exemption from the local field coordinating group. In considering a request for exemption, consideration will be given to the fundamental purpose of the organization and the reasonableness of the request in relation to this purpose. If such a request is denied by the local coordinating group, the agency should be informed of its right to ask for a review of the decision by the Civil Service Commission.

7.3 NONDISCRIMINATION ON BASIS OF HANDICAP OR AGE. In addition, voluntary agencies should not discriminate in employment, service, or membership on governing bodies on the basis of handicap or age, although reasonable limitations as to age for employment, service, or membership on a governing body may be made where age is a bona fide consideration.

7.4 VOLUNTARY AGENCIES AFFECTED. Every national or local voluntary health or welfare agency which solicits contributions from Federal employees or members of the Armed Forces at their place of employment or duty station must first provide satisfactory assurance that it follows a policy and practice of nondiscrimination. This requirement is applicable to:

- a. A local united fund, community chest or other federated fund-raising organization which is authorized solicitation privileges under the provisions of Manual section 3.51, and each of its participating member agencies;
- b. Each member agency of a coordinated solicitation which is authorized solicitation privileges under the provisions of Manual section 3.52;

- c. The national office, and each State or local chapter of a national voluntary agency, which is authorized on-the-job solicitation privileges under the provisions of Manual section 3.53;
- d. Each national or local voluntary agency which is authorized solicitation privileges in the overseas area under the provisions of Manual section 3.54; and
- e. Each voluntary agency which is authorized off-the-job solicitation privileges under the provisions of Manual section 3.6.

7.5 ASSURANCE REQUIRED

7.51 *Form of Assurance.* Assurance of nondiscrimination shall be in writing and shall consist of:

- a. A statement of policy by the agency's governing board (national or local board, as appropriate) covering the elements of nondiscrimination listed in the standard (7.1);
- b. A certification that the agency's practices in fact conform with the standard; and
- c. A certification that the national organization and each local chapter has prepared an affirmative action plan to assure equal employment opportunity.

Policy statements and certifications shall be sufficiently explicit to assure that the five elements of nondiscrimination listed in the standard are met. While no standard form or format is required, a sample form is shown at the end of this chapter.

7.52 *Filing Procedure.*

- a. *National Level.* A national voluntary agency which is required by the provisions of Manual section 5.4 to file application annually for independent solicitation privileges shall file a satisfactory assurance with respect to the nondiscrimination policy and practice of its national organization with the Office of the Chairman, Civil Service Commission, as part of its application for solicitation privileges.
- b. *Local Level.*

- (1) *United Fund and Chests.* A local united fund, community chest or other

federated fund-raising organization shall advise its member agencies (including the local Red Cross chapter when it raises funds in partnership with the local united fund or chest) of the nondiscrimination requirements and requirement of each agency for an affirmative action plan for equal employment opportunity. It shall also request each agency to furnish assurance of nondiscrimination as prescribed in 7.51 above. It shall receive such assurances and forward them in a group, with the policy statement and certification of the federated fund-raising organization itself, to the appropriate Federal official in its local campaign area.

- (2) *American Red Cross.* Where a local Red Cross chapter participates as an independent agency outside of the local united fund, such chapter must have an affirmative action plan and furnish the necessary nondiscrimination certification as prescribed in 7.51 above.
- (3) *National Voluntary Agencies.* Each local chapter or affiliate of a national voluntary agency* approved for Federal fund-raising privileges shall provide satisfactory assurance of nondiscrimination to the appropriate local Federal officials. Failure to submit proper certification will bar the local chapter or affiliate from participation in the appropriate local campaign.

7.53 *Recipient of Assurances Filed Locally.* Nondiscrimination assurances required at the local level shall be filed with the chairman of the local Federal coordinating group, or in the absence of such organization in the local area, with the head of the local Federal installation having the largest number of civilian and military personnel.

*Where International Service Agencies do not have local chapters or affiliates providing a service in the area, no local certification is required. The certification of the national office to the Civil Service Commission is sufficient.

7.54 Submission of Affirmative Action Plan. National or local voluntary agencies, including chapters or affiliates of approved national organizations, must have available, for inspection, the affirmative action plan specified in Section 7.1d. On request, these plans must be submitted to appropriate Federal officials who may review the plans and require amendments thereto. Appropriate Federal officials may also request information concerning employment patterns and board membership on the basis of race, ethnic origin, and sex.

7.55 When Further Assurance is Required. A national or local voluntary agency, chapter or affiliate which has filed satisfactory nondiscrimination assurance and has maintained such nondiscriminatory policy and practice is not required to file further assurance to continue its eligibility in subsequent years unless expressly requested by the appropriate Federal official. Further assurance may be required at any time at the option of appropriate local Federal officials or by the Office of the Chairman, Civil Service Commission.

7.6 ADMINISTRATION BY THE FEDERAL GOVERNMENT

7.61 Responsibility for Administration. The responsibility for administration of the nondiscrimination requirements at the national level is assigned to the Office of the Chairman, Civil Service Commission.

At the local level, each local Federal coordinating group is authorized and responsible for administration of the nondiscrimination requirements in its local area. In the absence of such an organization in the local area (county), the authority and responsibility is assigned to the head of the local Federal installation having the largest number of civilian and military personnel. At their discretion, a local Federal coordinating group may redelegate to an appropriate committee, and the head of a designated local Federal installation may redelegate to a subordinate official, such authority as is deemed appropriate.

The heads of Federal offices and installations shall permit the solicitation of employees or military personnel on the job, or "off the job"

as defined in Manual section 3.6, but only on behalf of those voluntary agencies that the responsible Federal coordinating group or official have determined to be qualified under the nondiscrimination standard and related requirements.

7.62 Acceptance of Nondiscrimination Assurances. The appropriate Federal official in each local area, as designated above, will review the nondiscrimination assurances filed to determine if they meet the requirements. Such additions or amendments and recertifications as the Federal official considers necessary may be required from the voluntary agencies. He may also request the submission of affirmative action plans for review. The Federal official will notify the heads of all local Federal offices and installations of the receipt of satisfactory nondiscrimination assurances from all voluntary agencies which are otherwise eligible to solicit contributions from Federal personnel in the local area. Assurances will be retained as official records in the custody of the Federal official's office. The responsible local Federal official may request interpretation or advice from the Office of the Chairman, Civil Service Commission, as needed.

7.63 Disqualifications. If a required nondiscrimination assurance is not filed with the appropriate local Federal official, or is filed but is determined to be unsatisfactory, the voluntary agency concerned shall not be permitted to solicit contributions from Federal personnel in the local area until satisfactory assurance is received. Similar action may also be taken by Federal officials where affirmative action plans have not been prepared or are considered unsatisfactory. [See below for appropriate action where a federated organization or a member agency of a federated organization fails to submit a satisfactory nondiscrimination assurance (Section(s) 7.64, 7.65).]

In the event that a voluntary agency files satisfactory assurance but there arises a question whether the agency's practices in fact meet the standard for nondiscrimination in this manual or whether the organization is carrying out an affirmative action plan for equal employment opportunity, the appropriate Federal official shall make such investigation as may be neces-

sary. After providing the agency an opportunity to present evidence of satisfactory compliance, the Federal official shall make a determination whether Federal fund-raising privileges in the local area will be granted or withheld from the agency. If a member agency of a federated organization is found not to be in compliance with the nondiscrimination requirements, local Federal officials must notify the Office of the Chairman for appropriate action as indicated in 7.65 below.

If a question regarding nondiscrimination practices or an affirmative action program is raised with respect to a voluntary agency which furnished its assurance to the Civil Service Commission, the appropriate Federal official will forward the question and all available related information to the Office of the Chairman, Civil Service Commission, for investigation.

Individual complaints of discrimination in employment against a voluntary organization are filed with Equal Employment Opportunity Commission since that agency has responsibility for enforcement of nondiscrimination by private employers.

7.64 *Where Federated Organization Fails to Submit Required Assurance.* If a local united fund, community chest or other federated organization does not file a satisfactory nondiscrimination assurance itself, or if the organization's practices are not in compliance with the nondiscrimination requirements, including the preparation of an acceptable affirmative action plan, the federated organization shall not be permitted to solicit contributions from Federal

personnel in the local area. In such event the local area becomes a nonfederated community for purposes of Federal fund-raising. Member agencies of the federated organization which individually have met the nondiscrimination requirements will not be allowed to solicit independently. However, they may organize a coordinated solicitation in accordance with the provisions of Manual section 3.52.

7.65 *Where a Member Agency Included in a Federated Organization Fails to Submit Required Assurance.* Where one or more member agencies in a federated organization fails to file satisfactory nondiscrimination assurance, or where the agency's practices are not in compliance with the nondiscrimination requirements, including the preparation of an acceptable affirmative action plan, such agencies shall not be permitted to solicit contributions from Federal personnel in the local area. If such agencies continue as member agencies of the local fund despite failure to comply with the nondiscrimination requirements, the fund-raising privileges of the federated organization may be cancelled by the Office of the Chairman, U.S. Civil Service Commission. Notice will first be given to the federated group and to the United Way of America of intent to cancel unless corrective action is taken. *Appropriate local Federal officials have the responsibility to notify the Office of the Chairman if any agency of a local united fund, community chest, or other federated organization fails to file a satisfactory nondiscrimination certification as called for in 7.51 above or whose practice is found not to be in compliance with the nondiscrimination requirements.*

SAMPLE CERTIFICATE*

At a meeting of the governing board of _____ (name of agency) held on _____ (date) the board () adopted a policy, () affirmed its policy of nondiscrimination as follows:

1. No person is excluded from service because of race, color, religion, sex, or national origin.
2. There is no segregation of persons served on the basis of race, color, religion, or national origin.
3. There is no discrimination on the basis of race, color, religion, sex, or national origin with regard to hiring, assignment, promotion or other conditions of staff employment.
4. The agency has a written plan for positive action to achieve equal employment opportunity for all persons in the filling of its staff positions including elements such as: contacts with various organizations in the community including minority group organizations concerning the agency's employment needs; recruitment advertisements in minority group news media when advertising in the general media is used to fill jobs; self-identification as an equal employment opportunity employer in recruitment advertisements; and the use of employment agencies which do not discriminate on the basis of race, color, religion, sex, or national origin.
5. There is no discrimination on the basis of race, color, religion, sex, or national origin in membership on the agency's governing body.

I certify that the practices of this organization conform to the policy of nondiscrimination stated above.

(Date)

(President or other authorized official)

*Certificate may be appropriately modified where exemption has been granted by The Civil Service Commission for agencies organized for bona fide purposes along religious lines or where service is restricted to members of a particular sex.

U.S. Civil Service Commission
Office of the Chairman

APPENDIX B

PLAN FOR DOD COMBINED FEDERAL CAMPAIGN-OVERSEAS AREA

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Attachment 1- Organization Chart - CFC-OA

PLAN FOR DOD COMBINED FEDERAL CAMPAIGN - OVERSEAS AREA

A. PURPOSE

1. This plan for the DoD Combined Federal Campaign-Overseas Area (CFC-OA), in support of the voluntary health and welfare agencies, has been developed to:

- a. Meet contributor wishes for a single campaign;
- b. Reduce costs to the Government; and
- c. Provide greater financial resources for the use of the voluntary agencies in their vital programs, which are dependent on voluntary private gifts.

2. The plan has been approved by the Chairman of the Civil Service Commission under the authority of Executive Order 10927.

B. DOD CFC-OVERSEAS AREA ORGANIZATION

1. Federal Coordinating Committee

a. A National Policy Coordinating Committee (NPCC) has been established in Washington, D.C., to make final decisions on all matters of policy and planning on matters relating to the Combined Federal Campaign-Overseas Area (CFC-OA) for both the Government and the national headquarters of the voluntary campaign organizations.

(1) The Committee shall provide uniformity and assist the overseas commanders by working out basic plans and operating arrangements, such as setting ratios for division of undesignated overbase money, drafting campaign and publicity material, etc.

(2) The Committee's organization and the activities that are represented are indicated in attachment 1 to this enclosure.

b. If, in the course of planning, there are matters on which the voluntary campaign organizations do not reach mutual agreement after a reasonable period of negotiations, a final decision will be made by the National Policy Coordinating Committee, CFC-OA. In exercising this authority the Committee will give consideration to the equities involved and the recommendations of each voluntary campaign organization on the matters at issue and render decisions which will promote the purpose of the DoD CFC-OA.

c. The campaign areas and organizations for the DoD CFC-OA will be as follows:

(1) There will be three principal campaign areas; namely Europe, Pacific, and Atlantic. The Atlantic area will include those outposts in the North Atlantic which are not now included in the CONUS campaign, such as Thule AFB and Sondstrom AFB, Greenland. A Command CFC Coordinating Committee will be established by the Unified Commander for each of the above Unified Command areas. Each Unified Commander will request subordinate commanders and other local command officials to cooperate fully with the decisions of the Command CFC Coordinating Committee on all aspects of the CFC arrangements in the interest of achieving a single combined campaign. The Commander-in-Chief, Atlantic (CINCLANT), will assume campaign responsibilities for Greenland.

(2) All members of the Armed Forces and civilian employees assigned to organizations and units of the above DoD commands and activities, which are located overseas (excluding Alaska, Hawaii, the Panama Canal Zone and Puerto Rico), shall be included in the DoD CFC-OA. Personnel in Alaska, Hawaii, the Panama Canal Zone, and Puerto Rico are included in the domestic campaign.

d. The procedures for the CFC set forth in sections C., D., E., and G. of this plan may not be changed or modified except as specifically approved by the Chairman, NPCC. Requests to modify procedures will be addressed to the Chairman, National Policy Coordinating Committee, Office of the Deputy Assistant Secretary of Defense (Administration), Office of the Assistant Secretary of Defense (Comptroller), Washington, D.C. 20301.

e. Questions related to the conduct of annual campaigns shall be addressed to the DoD Fund-Raising Coordinator at the address shown in d., above.

2. Participating Voluntary Agencies

a. National representatives of the American National Red Cross, the recognized National Health Agencies, and the International Service Agencies participate fully in the conduct of the CFC-OA, under the basic rules of the plan as prescribed here. Together they form the National Voluntary Organizations Campaign Committee (NVOCC), which provides the organizational mechanism for their joint participation in the CFC-OA. Their overseas representatives participate as full partners in the formulation of detailed campaign agreements in each Unified Command area. If there is disagreement on details that are not spelled out in this plan, or in subsequently issued operating procedures and instructions, the matter shall be decided by the Command CFC Committee. The DoD Fund-Raising Coordinator will furnish any needed information or advice.

b. In the event any individual agency or group of recognized national voluntary agencies choose not to participate in the CFC under the final arrangements decided upon, it may withdraw from the campaign; but it will not have fund-raising privileges at places of employment or

duty in DoD installations or activities in the overseas area. This policy is in keeping with the agencies' agreement, nationally, to participate in the CFC under the basic ground rules prescribed in this plan.

C. ORGANIZING THE CAMPAIGN

1. Upon receipt of this plan, each Unified Commander shall establish a Command CFC Coordinating Committee to give leadership and direction to the planning and conduct of the campaign.

a. The Committee shall be organized and have membership as indicated in attachment 1, this enclosure.

b. Employee representatives shall be appointed to the Command Committee, including any recognized employee organizations wherever practicable, to assure employee participation in the planning and conduct of the campaign.

c. The Unified Commander shall designate a representative to serve as the Chairman of the Command Committee who, in turn, shall initiate action promptly to organize and plan for the campaign.

d. The Command Committee shall assemble necessary information and data, plan the detailed arrangements, and identify and attempt to resolve any policy issues.

2. The Unified Commander shall serve as the Campaign Chairman for his/her command area and shall ensure that the campaign is properly planned, scheduled, and implemented each year on a timely basis by the Command CFC Committee.

D. ESTABLISHING CAMPAIGN ARRANGEMENTS

1. Campaign Name. The name will be the DoD Combined Federal Campaign. The title will include the fiscal year during which the contributions are solicited and the Command CFC Coordinating Committee may localize the campaign name as it sees fit. Example: FY 1979 DoD Combined Federal Campaign-Pacific.

2. Campaign Period. The CFC-OA will be conducted during a 6-week period in September and October.

3. Campaign Area. As indicated in B.l.c., this enclosure.

4. Annual Campaign Announcement. Annually, well ahead of the campaign period, the Secretary of Defense will announce the forthcoming campaign by memorandum addressed to all major components of the Department of Defense that have overseas activities.

* 5. Contributor Designations

a. The information leaflet for contributors will identify the participating voluntary campaign organizations and list their member agencies with a brief description of each agency's program. The leaflet will explain the method by which undesignated funds will be divided among the voluntary campaign organizations and of the contributor's right to designate gifts to individual voluntary agencies. Designations of gifts are to be entered in the appropriate blocks on the contributor's card and initialed by the contributor in the space provided for validating such designations.

b. The right to designate will be plainly stated in the contributor's leaflet but designations will be neither encouraged nor discouraged by keyperson solicitors or in campaign publicity materials and speeches.

c. All contributor designations will be allocated to the appropriate voluntary agency organization for the specific voluntary agency designated. These amounts will be separate from each voluntary agency's share of the undesignated funds.

6. Distribution of Undesignated Funds. Undesignated funds include contributions in cash and pledges by payroll allotment to the CFC that are not designated by the contributor for a specific voluntary agency. These funds will be distributed among the authorized voluntary campaign organizations as specified by DoD Directive 5035.1.

7. Campaign Goal. An overall campaign goal may be announced to encourage voluntary participation through voluntary contributions by all DoD personnel. Dollar goals will not be established for commands and activities.

8. Suggested Giving Guides and Voluntary Giving

a. Suggested "fair share" giving guides for use by individual contributors appear on the contributor card in an effort to accomplish an enthusiastic and purposeful campaign, accompanied by a statement that the guides are provided because contributors often ask "what they should give"; but the decision to give and the amount to give remain solely the determination of each contributor.

b. The giving guides show the amount of periodic payroll deduction suggested for various pay levels, combined with guides for cash giving. The guides show also suggested size of gift in relation to various income levels. However, there shall be no requirement that the individual meet the guides when making gifts, and care should be taken to see that the suggested giving guides are not misrepresented as individual assessment or quota.

c. The contributor's leaflet will include the express statement that the individual has the privilege of making a gift confidentially by providing and using a sealed envelope, which will be delivered without opening to the financial institution in accordance with section 6.6 of the Federal fund-raising manual (appendix A).

d. The contributor's leaflet and other campaign publicity will emphasize the concept of the single combined annual campaign, referring to the fact that the contributor's pledge permits the privilege of extended payment through payroll allotment and makes it possible to cover a full year's commitment at one time.

* 9. Monetary Controls and Accounting

a. The Bank of Virginia-Potomac, 1500 Wilson Blvd, Arlington, Virginia 22209, is the central depository for the funds. Other selected financial institutions, such as U.S. military banking facilities and U.S. credit unions, are lending their services in overseas areas. The local participating financial institution will be instructed to transmit all deposits to the Bank of Virginia-Potomac at the above address. Local withdrawals are not authorized.

b. One copy of each contributor card will be sent to the National Voluntary Organizations Campaign Committee, 1600 Wilson Blvd, Suite 1210, Arlington, VA 22209. This is to permit the designations to be tallied and other reports to be compiled.

c. The procedures to be followed at all military installations are as follows:

(1) The project officer will open a demand account at a local financial institution, such as a bank or credit union. The account will be established in the name of the DoD Combined Federal Campaign-Overseas Area, and the title will include the project officer's identification symbol as assigned by the command. Example: CFC-Overseas Area PØ1AAØ1.

(a) A separate account will be established for each project officer. Financial institutions serving two or more project officers will either make separate remittances to the central depository for each project officer and identify each remittance by the project officer's identification symbol, or separately identify the amount applicable to each project officer and provide the project officer identification symbol applicable to each separate amount.

(b) The bank, credit union, or other financial institution, will forward 90 percent of the deposits to the Bank of Virginia-

Potomac at the end of October and the balance at the end of December. This remittance will refer to the account title as illustrated in D.9.c. (1), this enclosure.

(d) Contributors checks that have failed to clear after the second presentation will be forwarded to the Bank of Virginia-Potomac at the time the funds are transferred. If any checks not honored are returned to the local bank after December 31, they shall be forwarded with an accompanying letter to the Bank of Virginia-Potomac, which will make an immediate refund to the local financial institution.

(2) The keyperson shall:

(a) Assure the contributor's card is fully and accurately completed. The keyperson gives the contributor a signed receipt which appears on the back of the front cover of the contributors card.

(b) Deposit all checks and cash in the special CFC-OA account opened by the project officer and turn over any sealed confidential envelopes at that time.

1. In certain localities it may be impractical for the keyperson to make deposits in the project officer's account. Where such conditions prevail, and when justified and authorized on a case-by-case basis by the Command CFC Committee, keypersons may turn over the funds and contributor cards to the project officer for deposit and delivery to the servicing finance office. (When it is not practical to turn in cash to the project officer, the keyperson will convert all cash items to Treasury Check or Postal Money Order made payable to the CFC-OA Project Officer and send it to the project officer.)

(c) After completing the Keyperson's Report Form, the keyperson will retain the third copy of the Report Form for his/her records and enclose the remaining copies of the Form in the Keyperson's Report Envelope, along with the financial institution deposit slips (which also show the number of sealed envelopes) and the contributor cards.

(d) Turn in the Keyperson's Report Envelope to the project officer.

(3) The project officer shall:

(a) Verify the accuracy of the totals of each Keyperson's Report Form before preparing his/her report; check to see that the totals of the deposit slips agree with the report totals and the financial institution statements; check the deposit slips against the number of confidential envelopes shown on the Keyperson's Report Form; check the total of payroll allotments against the total reported; and retain the original copy of the Keyperson's Report Form for his/her record.

(b) Review the contributor cards received to determine which have been completed to serve as payroll allotment authorizations. The payroll allotment authorization (first and second copies of the contributor card) will be promptly forwarded to the appropriate finance/payroll office in accordance with section E, this enclosure.

(c) Where such procedure has been specifically authorized, deposit all checks, cash, money orders or other cash items and confidential envelopes in the local participating financial institution, using a separate deposit slip for each keyperson's proceeds and forward a copy of the deposit slip promptly to the keyperson for his/her records.

1. If there is no federally recognized financial institution available, the project officer will convert all cash to a treasury check or postal money order and forward it to the Bank of Virginia-Potomac. Postal money orders may be purchased from contributions and the cost annotated on the report. The check or money order must be annotated with the project officer's identification symbol to allow the bank to correlate cash receipts.

(d) Prepare a report to Command in accordance with instructions on the Project Officer's Report Form; identifying keypersons who are unable to make their own financial institution deposits. Each report submission will be accompanied by the NVOCC (third) copy of each contributor card received to that date.

(e) Prepare a final report which will be supported by the deposit slips from the financial institutions and receipts from the finance office for payroll allotments. The total of these items will equal the total funds raised. The total amount of any check returned to the financial institution after payment was refused will be shown as a reduction at the bottom of the final report.

(4) The financial institution will open any sealed envelopes that have been previously deposited by the keyperson and will provide a deposit slip to the project officer for the total amount of the checks and cash. In the event any contributor cards are included in the confidential envelopes, the financial institution will return them to the project officer for processing.

(5) The Command will promptly forward the NVOCC copy of each contributor card received from the project officers to the NVOCC, 1600 Wilson Blvd, Suite 1210, Arlington, VA 22209. A command report will be prepared by consolidating the various project officers' reports. The Command will be responsible for checking the final project officer report against the totals of the deposit slips and the allotment for receipts submitted. These receipts will be held for at least 1 year to be available for reconciliation and audit purposes.

d. The NVOCC will arrange for the tabulation of contributions according to designations on the contributor cards and furnish the

NVOCC Accounting Agent with the appropriate details regarding designations to member agencies. The voluntary campaign organizations will be responsible for distribution internally to member agencies in accordance with appendix A and their agreements between member groups.

e. The Bank of Virginia-Potomac, as the central depository for the campaign, will receive funds from the overseas financial institutions and payroll allotment checks from finance and payroll officers, and disburse funds in accordance with appendix A and agreements between member groups, and provide accounting information to the NVOCC.

f. The cost of receipt and accounting and other identifiable expenses, such as the printing of campaign and publicity materials will be shared by voluntary campaign organizations under arrangements that are mutually acceptable to them. Accounting and expense-sharing agreements are the responsibility of the campaign organizations, and the Government will not enter into their administration unless agreement cannot be reached among the participating voluntary campaign organizations.

10. Campaign and Publicity Materials

a. Campaign Materials

(1) The following materials normally will be provided for the campaign:

(a) Checklists for commanders, project officers, and keypersons.

(b) Three-part Keyperson Report Forms

(c) Keyperson Kit Envelopes

(d) Contributors Information Leaflets

(e) Project Officer Receipt Forms for payroll authorizations.

(f) Three-part Project Officer Report Forms

(g) Posters

(2) In addition to the above materials, the local financial institution will use its own deposit slips for cash contributions and confidential sealed envelopes, if any, brought to it by the keypersons.

(3) The solicitation materials are prepared on a ratio of one keyperson to 20 potential contributors. These materials will reach project officers through command channels. Additional supplies are available from the local representatives of the voluntary organizations or through command channels. All materials have been reviewed and approved by the Department of Defense.

(4) Information materials about the three voluntary organizations and their member agencies are made available to the project officers by the voluntary organizations' representatives.

b. Publicity Materials

(1) The Department of Defense, through the American Forces Information Service, has cleared all press, radio, and television publicity materials furnished by the DoD for use in support of the campaign. Press publicity materials are distributed by the American Forces Press Service directly to all overseas Armed Forces newspapers receiving the service. Radio and television publicity materials are distributed by the American Forces Information Service, Los Angeles, directly to American Forces Radio and Television networks and outlets.

(2) The press kit will include a statement endorsing the campaign by an appropriate official and suggested press releases, as well as other suitable materials. The radio and television kits will include general campaign and agency spot announcements in script and recorded formats. Slides, film, or videotape for use on television will be provided where practicable.

(3) Recipients of press, radio, and television publicity materials are requested to notify the appropriate public affairs officer or project officer of receipt of materials and to coordinate their release.

E. PAYROLL ALLOTMENT AND AUTHORIZATION

1. Payroll allotments for contributions to the Combined Federal Campaign-Overseas Area are authorized by the DoD Directives and the implementing regulations of the Military Departments as follows:

<u>Department</u>	<u>Military Personnel</u>	<u>Civilian Personnel</u>
DoD	DoD Directive 7330.1 (reference (e))	DoD Directive 1418.4 (reference (f))
Army	AR 37-104-3	AR 37-105
Navy	Paras 50501-60604, Navy & Marine Corps Military Pay Procedures	NAVCOMPT Manual, Vol 3, para 033004-2B, 2C; Vol 4, para 045050- 045058
Air Force	AFM 177-105	AFM 177-373 (Vol II)

2. If a payroll allotment is authorized, the top two copies of the contributor's card will be separated by the project officer and taken to the appropriate finance or payroll office as promptly as possible to assure timely processing. The project officer will fill out the Receipt for Payroll Authorization Form for these allotment cards and obtain a signature acknowledging receipt of the forms. Since authorized

deductions commence in January, the cards for military members should be received by the Service Finance Center no later than December 1 in order to be processed. If no allotment has been authorized, the top two copies of the contributor card remain attached and will be forwarded with the project officer's report.

F. ORIENTATION, TRAINING AND PUBLICITY ARRANGEMENTS

1. The DoD Combined Federal Campaign-Overseas Area involves so many features that a formal plan should be developed by the Command CFC Coordinating Committee to cover the orientation of management and employees, the training of keypersons, and publicity to employees and servicemembers.

2. It is expected that all overseas commanders will assist campaign leaders in the conduct of an enthusiastic and purposeful solicitation on their installations in order to develop maximum group interest and response. In orientation programs, however, care should be taken to make clear that:

a. The policies and procedures of the Federal Fund-Raising Manual (appendix A) are to be maintained intact as they apply to prohibition against individual employee quotas, assessments, or any other form of coercive action; and

b. The employees' right of privacy as to the amount of the gift and the right to contribute voluntarily, either with or without the use of a confidential sealed envelope, are to be respected.

3. Employees and servicemembers should be told the background and purpose of the combined campaign arrangements, including the availability of installment payment through payroll allotment. It is essential that keypersons be trained effectively on procedures for arranging payroll allotments and also be equipped to answer any questions of a substantive nature regarding the programs of the participating voluntary agencies.

4. Special stress should be placed on giving enough on a once-a-year basis to provide a fair amount of support for all authorized campaign organizations.

*G. CAMPAIGN REPORTING

1. A major function of the CFC is the timely reporting of campaign progress through the unified command channels.

2. Campaign materials will have a blank space for a Project Officer Identification Symbol. This symbol will be used when any specific identification is required and will also be used in the financial procedures to identify the source of contributions and accountability. Project Officer Identification Symbols should be assigned in blocks by each of the Unified Commands, as follows:

First digit - One alpha character ("A" for Atlantic Command, "E" for European Command, "P" for Pacific Command)
 Second and third digits - Numeric characters (01-99) to denote country within the Unified Command area
 Fourth and fifth digits - Alpha characters (AA to ZZ) to denote unit above the organizational level to which individual project officers are assigned
 Sixth and seventh digits - Numeric characters (01-99) to denote specific project officers

The fourth through seventh digits should be constructed so as to conform to the organizational structure. Example:

E	01	AA	01
Europe	Germany	26TFWG	Project Officer, 26CSGp
E	01	AA	02
Europe	Germany	26TFWG	Project Officer, 26OMSq
E	01	AA	03
Europe	Germany	26TFWG	Project Officer, 26SPSq

3. These Project Officer Identification Symbols are necessary to maintain monetary control. All campaign officials should make it a point of special emphasis to see that they are properly constructed, assigned, reported, and entered on each contributor card used.

4. Status Summary. The campaign organization status summary will be provided by the project officers to the Unified Command Chairman so the latter can provide the DoD Fund-Raising Coordinator a status summary 15 days after the beginning of the campaign. The project officer shall report the name and location of the financial institution in which an account was opened, the unit and the identification symbol assigned. The Command Chairman's report to the DoD Fund-Raising Coordinator will include the name, unit, project officer identification symbol and servicing financial institution for each project officer and will be due 30 days after the beginning of the campaign. This level of detail is essential to maintain accountability for cash contributions and to reconcile contributor cards with funds transmitted for deposit to the Bank of Virginia-Potomac.

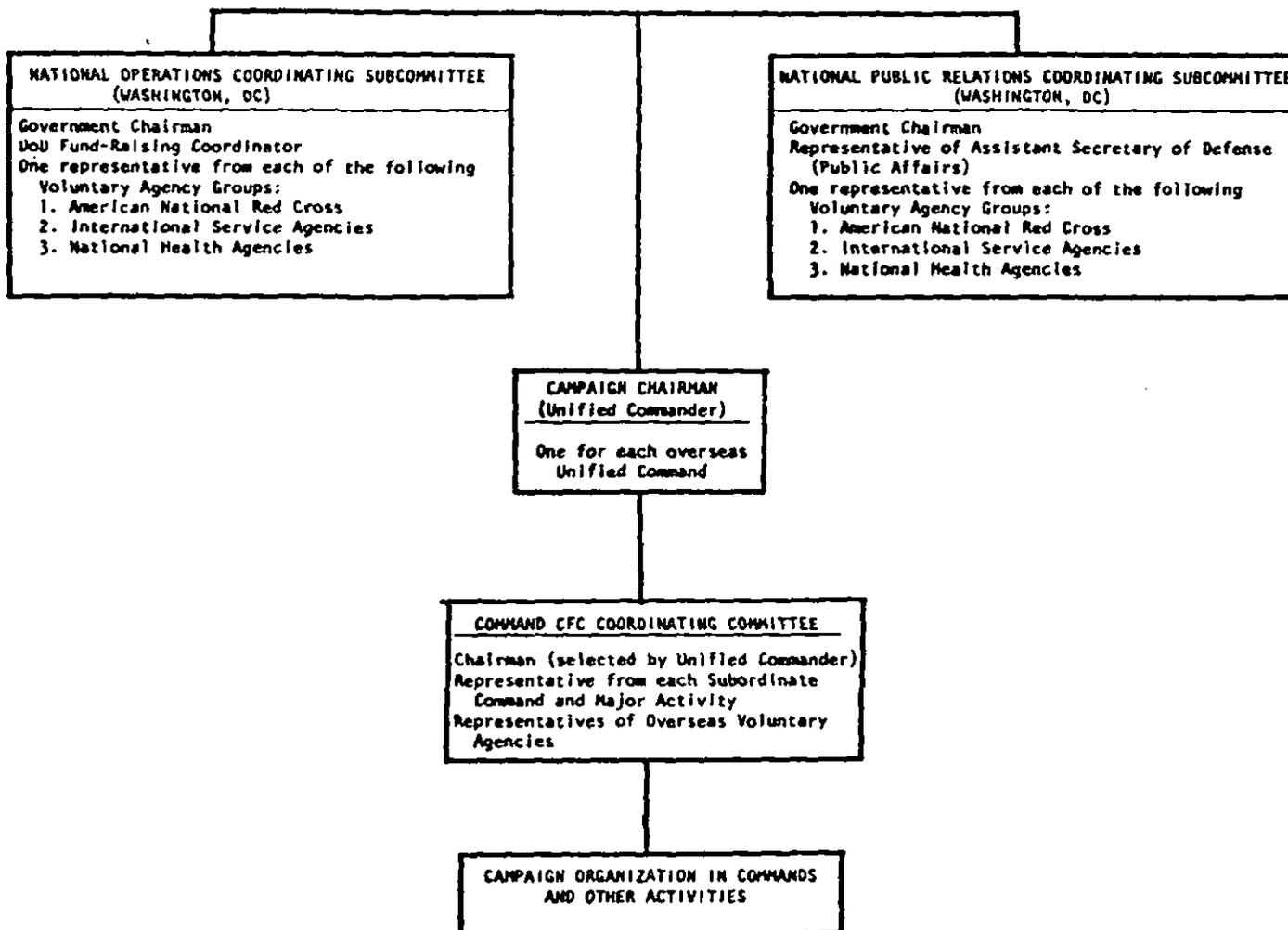
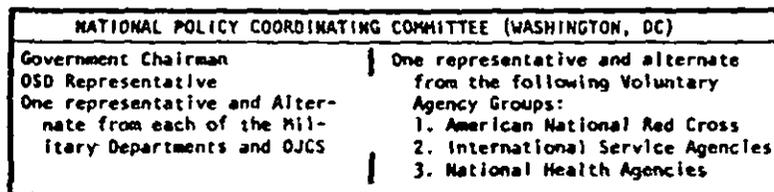
5. Final Campaign Reports

a. The following information for each project officer, using the individual project officer identification symbol, is to be reported to the DoD Fund-Raising Coordinator:

- (1) Number of potential contributors
- (2) Number of actual contributors
- (3) Cash contributions

- (4) Payroll allotment contributions
 - (5) Total amount of contributions (cash and payroll deductions)
- b. Aggregate totals of (1) through (5) above for the Unified Command.
 - c. Recommendations for next year
 - d. The report is due on 15 January of each year.
 - e. The information requirement is assigned Reports Control Symbol DD-A(A)1392.

Attachment - 1
Organization Chart,
CFC-OA



APPENDIX C
COMBINED FEDERAL CAMPAIGN
KEYPERSONS INSTRUCTION

1. Prior to soliciting any individual for a contribution in any Combined Federal Campaign, keypersons shall be required to read and acknowledge that they have read AR 600-29.
2. Keypersons are specifically prohibited from repetitive solicitation discussions, meetings, orientations, or counseling of individuals who have failed to respond. Once an individual has indicated that he or she does not wish to contribute, any further solicitation is prohibited.
3. Keypersons will not suggest to a person contacted, either directly or indirectly, that he or she is the only one, or one of a small number of persons preventing the achievement of 100 percent unit participation, or any other goal.
4. During personal solicitation, the desirability of 100 percent participation will not be urged by the keyperson in any way.
5. With respect to the assignment of dollar goals by CFC or the base or installation commanders, the keyperson will ensure that such guides are not misrepresented or misinterpreted as individual assessments, quotas or goals since such quotas, goals, and assessments are illegal. The assignment of dollar goals to an individual potential contributor is absolutely prohibited.
6. Keypersons will advise individuals of the various options available for the return of authorization forms or contributions. Contributions need not be hand returned to keypersons. Individuals may alternatively mail their contributions directly to a designated Installation Campaign Receipt office. Individuals may also place their contributions in a sealed envelope (to be provided by the contributor) which may then be returned to the keyperson. Keypersons will forward all such envelopes received to the designated CFC office without opening them.
7. Keypersons will not solicit multiple anonymous contributions from one individual for the purpose of representing that more than one gift was received. Keypersons will report multiple anonymous contributions from the same individual as one contribution.

The proponent agency of this regulation is the US Army Adjutant General Center. Users are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications) direct to HQDA (DAAG-PSI) WASH DC 20314.

By Order of the Secretary of the Army:

BERNARD W. ROGERS
General, United States Army
Chief of Staff

Official:

J. C. PENNINGTON
Brigadier General, United States Army
The Adjutant General

DISTRIBUTION:

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PROES

S/S Ch 3, 15 May 81

15, October 1978

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(4) *Awards and rewards.* To prevent direct or indirect coercion, no awards or rewards initiated within the Army shall be made to individual solicitors for achievements in a fund drive. Such individual achievements will not be publicized. Awards from higher headquarters to subordinate units or their commanders for goal accomplishment or percent of participation, are prohibited. Comments on efficiency reports, plaques, passes, "training holidays," relief from guard duty or details, and all other incentives or rewards to those who contribute to fund drives, are also prohibited. However, awards and rewards, such as letters of commendation, for exceptional performance in organization or administration of a campaign, may be made. The above restrictions do not prevent publicity that a fund-raising campaign will be, is being, or has been conducted. The consolidated total dollar contribution of the installation may also be publicized. Also, these restrictions do not prevent awards of any kind to persons or units by groups outside the Army. Higher headquarters may endorse such awards to designated units.

(5) *Publicity.* Publicity on unit progress or percentage of participation such as charts, bulletin boards, special reports, daily bulletin or other announcements, "thermometers," and other publicity indicating unit standings or comparative standards and achievements is prohibited. Such publicity can lead to competition and supervisory comparison, creating pressures which may result in coercion. At the installation level, the use of a "thermometer" is permitted, but it may illustrate only the progression of the entire installation toward the installation goal, if one has been established, or total installation contributions. Unit contributions will not be indicated separately.

6. *Solicitation overseas.* a. The Combined Federal Campaign-Overseas Area is conducted in accordance with the plan in appendix B. The CFC is held during a six week period in September and October each year at all oversea areas served by the Unified Commands, except the Panama Canal Zone, Hawaii, the Commonwealth of Puerto Rico, and Alaska.

b. Commanders and heads of installations and activities overseas will use accounting and reporting procedures for contributions collected in accord with the accounting and reporting provisions of appendix B.

c. Major oversea commanders will see that educa-

tional material, operational forms, and envelopes for Federal campaigns furnished by the participating voluntary agencies are distributed to all Army activities within the geographical limits of their command except MAAG, missions, and attaches.

7. *Deferred payments of contributions.* Commander and heads of Army installations in the 50 United States, the Panama Canal Zone, and Puerto Rico, at their discretion and in accordance with the provisions of appendix A, will provide for keyperson collection of installations' pledges in campaigns which have established dollar goals, when the voluntary agencies involved provide for deferred payment of contributions.

8. *Internal welfare solicitations.* Legal authority for the Federal fund-raising program is Executive Order 10927. Solicitations, conducted among their own members by organizations composed of civilian employees or members of the Armed Forces for organizational support or for benefit or welfare funds for their members, are excluded from the Federal program by section 3 of EO 10927, contained in appendix A. However, on-the-job solicitations for military relief and aid organizations will be governed by the general principles of this regulation. Such solicitations will not be made during conflicting periods, or in any other way conflict, with authorized solicitations for recognized local and national health and welfare agencies.

a. The Army Emergency Relief and Army Relief Society may solicit among its membership for the welfare and relief of its members in accordance with Ar 930-4.

b. Local commanders may authorize on-post private organizations to conduct fund-raising campaigns for installation welfare and recreational activities, provided that—

(1) The ultimate beneficiary activities or organizations are private in nature (AR 230-1);

(2) The objective of these activities is the conduct of welfare and recreational activities limited to the military community;

(3) These activities are free from the control and direction of any parent or affiliate organization in regard to the disposition of funds and other assets; and

(4) Contributions are specifically designated and beneficiary is identified.

c. Internal welfare solicitations may be supplemented by appropriate benefits conducted at the discretion of the installation commander. Comman-

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ders requested to authorize private organizations to conduct such benefits on-post will be guided by paragraph 3-3, AR 230-60 and paragraph 4-17b, AR 360-61.

9. Communication with Headquarters,

Department of the Army. Communications concerning the Federal Fund-Raising Program should be addressed to HQDA (DAAG-PSI) WASH DC 20314.

S/S In ~~Interim~~ Change TO 2 Sep 83

Headquarters
Department of the Army
Washington, DC, 12 August 1982

Immediate Action
INTERIM CHANGE

AR 600-29
Interim Change
No. 101
Expires 12 August 1984

Personnel--General

Fund-Raising Within the Department of the Army

Justification. This interim change is forwarded to the field to announce new procedures for conduct of the 1982 Combined Federal Campaign from the Office of Personnel Management, published as a final rule in the Federal Register on 6 July 1982 in order to comply with Executive Order 12353 of 23 March 1982.

Expiration. This interim change expires 2 years from date of publication and will be destroyed at that time unless sooner rescinded or superseded by a permanent change.

AR 600-29, 15 October 1978, is changed as follows:

Appendix A, Manual on Fund-Raising Within the Federal Service for Voluntary Health and Welfare Agencies, is superseded by the following section:

A. Administration and General Provisions

1. Definitions.
2. Summary description of the program.
3. Federal policy on civic activity.
4. Preventing coercive activity.

B. Organization and Functional Responsibilities

1. Development of policy and procedures.
2. Program administration.
3. Program coordination.
4. Local voluntary agency representatives.
5. Local Federal agency heads.
6. Local Federal coordinating committees.
7. Avoidance of conflicts of interest.

C. Campaign Arrangements for Voluntary Agencies

1. Types of voluntary agencies
2. Types of fund-raising methods.
3. Considerations in making Federal arrangements.

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4. Definition of terms used in Federal arrangements.
5. Federated and overseas campaigns.
6. Off-the-job solicitation at places of employment.

D. Eligibility Requirements for National Voluntary Agencies

1. Purpose.
2. General requirements for national agencies.
3. Specific requirements.
4. Application requirements.
5. Public announcement of recognized agencies and assigned periods.

Appendix A-Source of Funds and Costs Report.

Appendix B-Certificate.

E. The Local Combined Federal Campaign

1. Authorized local voluntary agencies.
2. Participation in Federal campaigns by local affiliated agencies.
3. Responsibility of local Federal coordinating committees.
4. Local CFC plan.
5. Organizing the local campaign: The Principal Combined Fund Organization.
6. Basic local CFC ground rules.
7. Contributions.
8. Dollar goals.
9. Suggested giving guides and voluntary giving.
10. Central receipt and accounting for contributions.
11. Campaign and publicity materials.
12. Payroll withholding.
13. National coordination and reporting.

A. Administration and General Provisions

1. Definitions.

(a) The term "national voluntary health and welfare agencies and such other national voluntary agencies as may be appropriate" means national entities that:

(1) Meet all eligibility requirements established in this section, except as limited hereinafter.

(2) Are not "action" organizations within the meaning of 26 CFR 1.501(c) (3)-1(c) (3) and are eligible to receive tax deductible contributions under 26 U.S.C. 170; and

(3) Provide or substantially support one or more of the following services:

(i) Relief of needy, poor, or indigent children and of orphans, including adoption services;

(ii) Relief of needy, poor, or indigent adults; and of the elderly;

(iii) Delivery of health care to the needy, poor, indigent, ill, or infirm;

(iv) Education and training of personnel for the delivery of health care to the needy, poor, and indigent;

(v) Health research;

(vi) Education, training, care, and relief of physically and mentally handicapped persons;

(vii) Delivery of legal services to the poor and indigent, and defense of human and civil rights secured by law;

(viii) Relief of victims of crime, war, casualty, famine, natural disasters, and other catastrophes;

(ix) Treatment, care, rehabilitation, and counseling of juvenile delinquents, criminals, released convicts, persons who abuse drugs or alcohol, persons who are otherwise in need of social adjustment and rehabilitation, and the families of such persons;

(x) Assistance, consistent with the mission of the Department of Defense, to members of the armed forces and their families;

(xi) Protection of families in short- or long-term need of family and child care services, child and marriage counseling, foster care, and management and maintenance of the home;

(xii) Neighborhood and community-wide services which assist the needy as part of the whole community, including provision of emergency relief and shelter, recreation, safety, transportation, and the preparation or delivery of meals;

(xiii) Information and counseling with respect to the obtaining of any of the foregoing services; or

(xiv) Lessening the burdens of Government with respect to the provisions of any of the foregoing services.

(b) Campaign terms:

"Director" shall mean the Director of the United States Office of Personnel Management, or his delegate;

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"Employee" shall mean any person employed by the Government of the United States or any branch, unit, or instrumentality thereof, including persons in the civil service and in the uniform services;

"Combined Federal Campaign" or "Campaign" or "CFC" shall mean the fund-raising program established and administered by the Director pursuant to Executive Order 12353, and any subsidiary units of such program;

"Community" shall mean a community that is defined either by generally recognized geographic bounds or by its relationship to an isolated Government installation;

"Direct contributions" shall mean gifts, in cash, or in donated in-kind material, given by individuals and/or other non-Governmental sources directly to the spending health and welfare organization.

"Indirect contributions" shall mean gifts, in cash or in donated in-kind material, given to the spending health and welfare organizations by another health and welfare organization, but not transfers, dues, or other funds from affiliated organizations or Government, which are not to be considered as public "contributions."

(c) The term "Principal Combined Fund Organization" (or Organization) means the organization in a local Combined Federal Campaign that has been selected and so prescribed in E5 to manage and administer the local Combined Federal Campaign, subject to the direction and control of the local Federal Coordinating Committee and the Director. All of its Campaign duties shall be conducted under the title "Principal Combined Fund Organization for _____ (local CFC)" and not under the corporate title of the qualifying federation.

2. Summary description of the program.

(a) Eligibility of National Voluntary Agencies. National voluntary agencies apply to the Director each year for on-the-job solicitation privileges in the Federal Government. Early each calendar year, the Director issues a list of agencies that have met the prescribed standards as to program objective, eligibility, administrative integrity, and financial responsibility.

(b) Assigned Campaign Periods. In the United States, Combined Federal Campaigns are held when set by the Director, usually in the fall; the DOD Overseas Combined Federal Campaign is also usually held during the fall. The solicitation period for a Combined Federal Campaign is normally limited to six weeks, but may be extended for good cause by the local Federal Coordinating Committee.

(c) Combined Federal Campaign. At locations where there are 200 or more Federal personnel, all campaigns must be consolidated into a single, annual drive, known as the Combined Federal Campaign. The campaign is managed by the organization designated as the Principal Combined Fund Organization, in accord with E5, under the supervision of the local Federal Coordinating Committee and the Director. Such campaigns are conducted under administrative arrangements that provide for individual voluntary agency recognition, description of each voluntary agency's services, and allocation of contributions in accordance with specific designations by donors.

(d) Decentralized Operations. The federalism principle shall guide Campaign organization. Following designation of a Principal Combined Fund Organization, local representatives of that Organization initiate campaigns in their local community by direct contact with the heads of Federal offices and installations. Each Federal agency conducts its own solicitation among its employees, using campaign materials, supplies, and speakers furnished by or through the Principal Combined Fund Organization, under the direction of the local Federal Coordinating Committee and the Director.

(e) Solicitation Methods. Employee solicitations are conducted during duty hours using methods that permit true voluntary giving and reserve to the individual the option of disclosing any gift or keeping it confidential.

(f) Off-the-Job Solicitation. Many worthy voluntary agencies do not participate in the on-the-job program because they do not wish to join in its coordinated arrangements or because they cannot meet the requirements for eligibility. Such voluntary agencies may solicit Federal employees at their homes as they do other citizens of the community, or appeal to them through union, veteran, civic, professional, political, legal defense, or other private organizations. In addition, limited arrangements may be made for off-the-job solicitations on military installations and at entrances to Federal buildings.

(g) Prohibited Discrimination. The Campaign is a means for promoting true voluntary charity among members of the Federal community. Because of the participation of the Government in organizing and carrying out the Campaign, all kinds of discrimination prohibited by law to the Government must be proscribed in the Campaign. Accordingly, discrimination for or against any individual or group on account of race, color, religion, sex, national origin of citizens, age, handicap, or political affiliation is prohibited in all aspects of management and execution of the Campaign. Nothing herein denies eligibility to any voluntary agency, which is otherwise eligible under this section to participate in the Campaign, merely because such voluntary agency is organized by, on behalf of, or to serve persons of a particular race, color, religion, sex, national origin, age or handicap.

3. Federal policy on civic activity. Federal personnel are encouraged to participate actively in the work of voluntary agencies as members of policy boards or committees, heads of local campaign units, or volunteer workers to the extent consistent with Federal agency policy and prudent use of official time. They are encouraged also to devote private time to such volunteer work.

4. Preventing coercive activity. True voluntary giving is basic to Federal fund-raising activities. Actions that do not allow free choices or even create the appearance that employees do not have a free choice to give or not to give, or to publicize their gifts or to keep them confidential, are contrary to Federal fund-raising policy. The following activities are not in accord with the intent of Federal fund-raising policy and, in the interest of preventing coercive activities in Federal fund-raising, are not permitted in Federal fund-raising campaigns:

- (a) Supervisory solicitation of employees supervised;
- (b) Setting 100% participation goals;

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(c) Providing and using contributor lists for purposes other than the routine collection and forwarding of contributions and installment pledges;

(d) Establishing personal dollar goals and quotas; and

(e) Developing and using lists of noncontributors.

B. Organization and Functional Responsibilities

1. Development of policy and procedures.

(a) Director, U.S. Office of Personnel Management. Under Executive Order 12353, Charitable Fund-Raising, the Director is responsible for establishing fund-raising policies and procedures in the Executive Branch. With the advice of appropriate interested persons and organizations and of the executive departments and agencies concerned, he makes all basic policy, procedural, and eligibility decisions for the program. The Director may authorize the conduct of demonstration projects in one or more CFC locations to test alternative arrangements from those specified in this section for the conduct of fund-raising activities in Federal agencies.

(b) Eligibility Committees. A National Eligibility Committee shall consist of a chairman and such other members selected by the Director as he deems necessary, who shall serve at the pleasure of the Director. Local eligibility shall be determined by the local Federal Coordinating Committees. The National Eligibility Committee is responsible for recommending to the Director:

(1) Eligibility determinations on national federations and national voluntary agencies;

(2) Modification of eligibility standards and requirements as needed; and

(3) Any other matters as requested by the Director.

2. Program administration.

(a) Federal Agency Heads. The head of each Federal executive department and agency is responsible for:

(1) Seeing that voluntary fund-raising within the Federal department or agency is conducted in accordance with the policies and procedures prescribed herein.

(2) Designating a top-level representative as Fund-Raising Program Coordinator to work with the Director as necessary in the administration of the fund-raising program within the Federal agency;

(3) Assuring full participation and cooperation in local fund-raising campaigns by all installations of the Federal agency.

(4) Assuring that the policy of voluntary giving and clear employee choice is upheld during the fund-raising campaign; and

(5) Providing a mechanism to look into employee complaints of undue pressure and coercion in Federal fund-raising. Federal agencies shall provide procedures and assign responsibility for the investigation of such complaints. Personnel offices shall be responsible for informing employees of the proper organization channels for pursuing such complaints.

(b) Fund-Raising Program Coordinators. The responsibilities of Federal agency Fund-Raising Program Coordinators are to:

(1) Cooperate with the Director, the local Federal Coordinating Committee, and the Principal Combined Fund Organization in the development and operation of the program;

(2) Maintain direct liaison with the Office of the Director in the administration of the program;

(3) Publicize program requirements throughout the Federal department or agency;

(4) Answer inquiries about the program from officials and employees and from external sources; and

(5) Investigate and arrange for any necessary corrective action on complaints that allege violation of fund-raising program requirements within the Federal agency.

3. Program coordination. The Directory coordinates the Federal agencies' administration of the fund-raising program and maintains liaison with voluntary agencies.

4. Local voluntary agency representatives. Federated and national voluntary agencies provide their State and local representatives with policy and procedural guidance on the Federal program. The local representatives are responsible for furnishing educational materials, speakers, and campaign supplies as may be required and appropriate to the Federal program.

5. Local Federal agency heads. The head of the Federal department or agency provides the heads of the local Federal offices and installations with copies of the Federal fund-raising regulations. The local Federal agency heads are responsible for:

(a) Cooperating with representatives of the local Federal Coordinating Committee, the Principal Combined Fund Organization, and local Federal officials in organizing local Federal campaigns;

(b) Undertaking official campaigns within their offices or installations and providing active and vigorous support with equal emphasis for each authorized campaign;

(c) Assuring that personal solicitations on the job are organized and conducted in accordance with the procedures set in these regulations;

(d) Assuring that authorized campaigns are kept within reasonable administrative limits of official time and expense.

6. Local Federal coordinating committees.

(a) When there are a number of Federal agency offices and installations in the same local area, some interagency coordination is necessary in order to achieve effective community-wide campaigns and to improve general understanding and compliance with the fund-raising program. The Director assigns the responsibility for local coordination to existing organizations of Federal agency heads whenever possible and to special committees where needed. The local Federal Coordinating Committee is authorized to make all decisions within the provisions and policies established herein on all aspects of the local campaign, including eligibility and the supervision of the local community campaign and the Principal Combined Fund Organization. Such decisions may be appealed, however, to the Director.

(b) Authorized Local Federal Coordinating Committee. Coordinating responsibility is assigned by the Director to one of the following organizations:

(1) Federal Executive Boards. The boards exist in principal cities of the United States for the purpose of improving interagency coordination. They are composed of local Federal agency heads who have been designated as Board members by the heads of their departments and agencies under Presidential authority.

(2) Federal Executive Associations and Federal Business Associations, self-organized associations of local Federal officials, and the Department of Defense National Policy Coordinating Committee.

(3) Fund-Raising Program Coordinating Committee. These committees are established in communities where there is no Federal Coordinating Committee in existence. Leadership in organizing such a committee is the responsibility of the head of the local Federal installation that has the largest number of civilian and uniformed services personnel. Local Federal agency heads or their designated representatives serve on the committee and determine all organizational arrangements.

(c) Employee union representation. In order to ensure employee participation in the planning and conduct of the CFC, employee representatives from the principal employee unions of local Federal installations should be invited to serve in whatever organization exercises local coordinating responsibilities.

(d) Fund-raising responsibilities. Within the limits of the policies, procedures, and arrangements made nationally, the fund-raising responsibilities of local Federal Coordinating Committees are to:

(1) Facilitate local campaign arrangements. The Federal Coordinating Committee (i) names a high-level chairman for the authorized Federal campaigns, (ii) provides lists of Federal activities and their personnel strength, (iii) cooperates on interagency briefing sessions and kick-off-meetings, and (iv) supports appropriate publicity measures needed to assure campaign success.

(2) Administer program requirements. The Coordinating Committee is responsible for organizing the local Combined Federal Campaign, supervising the activities of the Principal Combined Fund Organization, and acting upon any problems relating to a voluntary agency's noncompliance with the policies and procedures of the Federal fund-raising program.

(3) Develop understanding of campaign program policies and procedures and voluntary agency programs. The local Federal Coordinating Committee serves as the central medium for communicating program, policies and procedures of the Campaign and for understanding the organizations employees are being asked to support and how employees can obtain services they may need from these organizations.

(e) Principal Combined Fund Organization. The local Federal Coordinating Committee will supervise a local Principal Combined Fund Organization. The Principal Combined Fund Organization will raise money from Federal employees and administer the local campaign under the direction of the local Federal Coordinating Committee.

(f) Communication and Resolution Procedures Through the Director, Office of Personnel Management. Each local Federal agency head will receive fund-raising directions through his Federal agency channels and will raise questions that pertain to fund-raising activities within his Federal agency by the same means. However, the local Federal Coordinating Committee refers unresolved local fund-raising questions or problems that are common to several Federal agencies directly to the Director. The Director communicates directly with the chairman of the local Federal Coordinating Committee for information about the local fund-raising situation.

7. Avoidance of conflicts of Interest. Any Federal employee who serves on the Eligibility Committee, a local Federal Coordinating Committee, or as a Federal agency fund-raising program coordinator must not participate in any decision situations where, because of membership on the board or other affiliation with a voluntary agency, there could be or appear to be a conflict of interest.

C. Campaign Arrangements for Voluntary Agencies

1. Types of voluntary agencies. Voluntary agencies are private, nonprofit, self-governing organizations financed primarily by contribution from the public. Some are national in scope, with a national organization that provides services at localities through State or local chapters or affiliates. Others are primarily local, both in form of organization and extent of services.

2. Types of fund-raising methods.

(a) The methods used by voluntary agencies in public fund-raising will be either federated or independent. A national federated group must meet the same eligibility criteria as a national agency, and have at least 10 local voluntary agency presences in at least 200 local combined campaigns. In federated campaigns, local voluntary agency representatives join contractually into a single organization for fund-raising purposes. A local United Way, united fund, community chest, or other local federated group may be considered and supported as a single agency. Local chapters or affiliates of national agencies can form local federations or be admitted as additional participating members of national federated groups.

(b) An independent campaign is one conducted by a local unit of a national voluntary agency through its own fund-raising organization. National voluntary agencies may conduct independent campaigns or participate in a federation.

3. Considerations in making federal arrangements.

(a) On-the-Job-Solicitation. In order to have only one on-the-job solicitation, i.e., a Combined Federal Campaign, individual appeals must be combined into a single joint campaign of eligible health and welfare organizations in conformance with the policies and procedures prescribed herein.

(b) Campaign Arrangements Established Nationally. Basic campaign arrangements are established by the Director. Local Federal agency heads and Coordinating Committees are not authorized to vary from the established arrangements except to the extent that local variations are expressly provided for herein.

(c) Number of Solicitations. Not more than one on-the-job solicitation will be made in any year at any location on behalf of voluntary agencies, except in the case of emergency or disaster appeal for which specific prior approval has been granted by the Director.

(d) Responsible Conduct. In the event a national voluntary agency fails to adhere to the eligibility requirements or to the policies and procedures of the Federal program, solicitation privileges may be withdrawn by the Director at any time after due notice to the voluntary agency and opportunity for consultation.

4. Definition of terms used in Federal arrangements.

(a) Domestic Area. The 50 United States, and the Commonwealth of Puerto Rico.

(b) Overseas Area. All other points in the world where Federal employees or members of the uniformed services are stationed.

(c) Recognized National Voluntary Agency. A voluntary agency that has been declared eligible by the Director for participation in campaigns in the Federal establishment.

(d) National Voluntary Agency "Supported Primarily through United Ways, United Funds, and Community Chests." A voluntary agency that generally solicits within the Federal establishment as a participating member of United Ways, united funds, community chests, or other local federated groups that are members in good standing of, or are recognized by, United Way of America.

(e) Federated Community. A federated community is a geographical location within the domestic area where a federated fund-raising program exists. In a federated community, recognized national voluntary agencies can join a federated campaign group or participate individually. However, voluntary agencies "supported primarily through United Ways, united funds, and community chests" are authorized to solicit on-the-job in a federated community only as participating members of the local United Way, fund, or chest.

5. Federated and overseas campaigns.

(a) Authorized Federated Groups. (1) United Way of America and any local United Way, united fund, community chest, or other local federated group that is a member in good standing of or is recognized by, United Way of America and that meets the eligibility requirements in these regulations is authorized on-the-job

solicitation privileges in its local campaign area on behalf of any of its member voluntary agencies that also meet these requirements. Certifications as to the eligibility requirements on behalf of local United Ways, united funds, and community chests and each member voluntary agency will be made by United Way of America to the Director.

(2) The American Red Cross, the National Health Agencies, the International Service Agencies, the National Service Agencies, and such other federated groups which shall meet the eligibility standards under this section as determined by the Director, shall be authorized on-the-job solicitation privileges on behalf of their member voluntary agencies that also meet all requirements herein. Certification for each subunit that they meet such requirements will be made to the Director.

(3) A member voluntary agency of a federated group need meet only the specific eligibility requirements of D3. Failure by a member voluntary agency to meet the requirements will disqualify the federated group that certified such voluntary agency from soliciting contributions, unless after notice to the group of intent to cancel, corrective action is taken to the satisfaction of the Director. If appropriate corrective action is not taken, the Director may disqualify the federated group.

(b) Local Federated Agencies. To be eligible for participation in the Federal fund-raising program, the local federated group must be broadly representative in its board and committee membership of the community and must be making bona fide efforts to meet community needs. Requirements for participation in a local federated group must be in writing, available to the public, reasonable, and applied fairly and uniformly to all local voluntary agencies requesting participation. Procedures must be provided by the federated group for at least one review of any decision denying participation requested by a local voluntary agency. The review must be conducted by a committee or other body within the federated group that did not participate in the original decision. A written statement of the reasons for denial must be provided to the applicant voluntary agency. Where a local chapter or affiliate of a national voluntary agency is precluded from independent participation in the Federal fund-raising program because the local voluntary agency is not approved for federated participation, such chapter or affiliate may request the Director, after securing a report by the federated group, to determine whether or not the reasons for its non-approval were "arbitrary and capricious."

(c) "Causes." Solicitation for a health or other "cause," e.g., for "Mental Health" or Heart Disease," without identification of the specific voluntary agency for which the funds are sought, is not authorized. All funds collected from Federal personnel must be allocated only to specific voluntary agencies.

(d) Designation of Federated Area. The recognition of a local Federal Coordinating Committee by the Director designates the community served by that Committee as a recognized local campaign site. Two or more authorized local Federal Coordinating Committees are authorized to develop coordinated solicitations best suited to the needs of their localities.

(e) Overseas Campaign. (1) DoD Overseas Combined Federal Campaign.

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(i) A Combined Federal Campaign is authorized for all Department of Defense activities in the overseas areas during a six-week period in the fall. Voluntary agencies that may participate in the Overseas Combined Federal Campaign will consist of: The American Red Cross; the United Service Organization; those national health agencies recognized for campaigns in the domestic area (the Federal Service Campaign for the National Health Agencies); and those international service agencies recognized for campaigns in the domestic area, and any national or federated voluntary agency recognized for overseas campaigns. Any of these voluntary agencies is eligible to be a Principal Combined Fund Organization.

(ii) Contributors to the DoD Overseas Combined Federal Campaign designate their gifts to one or more of the eligible agencies or the Principal Combined Fund Organization. The Principal Combined Fund Organization for the overseas campaign shall pay the amounts collected directly to the designated voluntary agencies, less "shrinkage" and the processing fee, if any, that is approved in advance of the overseas area responsible for the local campaign arrangements.

(2) Local Voluntary Agency Campaigns. The heads of overseas offices and installations may, at their discretion, permit the solicitation of their military and civilian personnel for local voluntary agencies. Such campaigns will be conducted in accordance with the basic policies and procedures of the Federal program and at times which do not conflict with the DoD Overseas Combined Federal Campaign period. The eligibility standards in D will be used as guidelines in determining the eligibility of local voluntary agencies. Federal leadership in organizing such campaigns will be assumed by the head of the overseas Federal establishment that has the largest number of Government personnel in the campaign area.

(3) Optional Participation by Certain Civilian Agencies. Federal civilian departments and agencies that have traditionally considered their overseas personnel as members of the National Capital Area for fund-raising purposes may continue this practice.

(4) On-Base Health and Welfare Activities. On-base morale, welfare and recreational activities may be supported from CFC funds.

6. Off-the-job solicitation at places of employment. Voluntary agencies that are not recognized for the on-the-job program may be authorized off-the-job solicitation privileges at places of Federal employment under such reasonable conditions as may be specified by the local head of the Federal installation involved provided that such conditions are not inconsistent with this Section. Dual solicitation is not authorized, so this privilege cannot be made available to any voluntary agency that is included in the on-the-job program.

(a) Family Quarters on Military Installations. Voluntary agencies may be permitted to solicit at private residences or at similar on-post family public quarters in unrestricted areas of military installations at the discretion of the local commander. However, such solicitation may not be conducted by military or civilian personnel in their official capacity during duty or non-duty hours, nor may such solicitation be conducted as an official command-sponsored project. This restriction is not intended to prohibit or to discourage military and civilian personnel from participating as private citizens in voluntary agencies during their off-duty hours.

(b) Public Entrances of Federal Buildings and Installations. Voluntary agencies that engage in limited or specialized methods of solicitation—for example, the use of "poppies" or other similar tokens by veterans organizations may be permitted to solicit at entrances or in concourses or lobbies of Federal buildings or installations normally open to the general public. Solicitation privileges will be governed by the rules issued by the General Services Administration pursuant to the Public Buildings Cooperative Use Act of 1976 or later modification, or other applicable Government legal authority.

D. Eligibility Requirements for National Voluntary Agencies

1. Purpose. These eligibility requirements are established to ensure that:

(a) Only responsible and worthy voluntary agencies are permitted to solicit on-the-job in Federal installations;

(b) The funds contributed by Federal personnel will be used effectively and for the announced purposes of the soliciting voluntary agencies; and

(c) All recognized national voluntary agencies meet requirements of Executive Order 12353 of March 23, 1982.

2. General Requirements for National Agencies.

(a) Type of Agency. Only nonprofit, tax-exempt, charitable organizations, supported by voluntary contributions from the general public and providing direct and substantial health and welfare and other appropriate national voluntary services through their national organization, affiliates, or representatives are eligible for approval. All such services must be consistent with the policies of the United States Government.

(b) Integrity of Operations. Only voluntary agencies having a high degree of integrity and responsibility in the conduct of their affairs will be approved. Funds contributed to such organizations by Federal personnel must be effectively used for the announced purposes of the voluntary agency.

(c) National Scope. A national voluntary agency must demonstrate that:

(1) It is organized on a national scale with a national board of directors that represents its constituent parts, and exercises close supervision over the operations and fund-raising policies of any local chapters or affiliates.

(2) It has earned good will and acceptability throughout the United States, particularly in cities or communities within which or nearby are Federal offices or installations with large numbers of personnel.

(3) It has national scope, that is, scale, goodwill, and acceptability; this may be demonstrated as follows:

(1) By a voluntary agency's provision of a service in many (one quarter) States, or in several foreign countries, or in several parts of one large foreign nation;

- (ii) By derivation of contributor support from many parts of the Nation;
- (iii) By the extent of public support and the number and the geographical spread of contributors; and
- (iv) By the national character of any public campaign, which may be shown by a large number (c. 75) of local chapters, affiliates, or representatives which promote such a campaign.

(d) Type of Campaign. Approval will be granted only for fund-raising campaigns in support of current operations. Capital fund campaigns are not authorized.

3. Specific requirements.

(a) Eligibility. To be eligible for approval by the Director for participation in the Combined Federal Campaign, a national voluntary agency must be one:

(1) That is either a health or welfare or other appropriate voluntary agency, as defined in A1.

(2) That is voluntary and broadly supported by the public, meaning (i) that it is organized as a not-for-profit corporation or association under the laws of the United States, a State, a territory, or the District of Columbia; (ii) that it is classified as tax-exempt under Section 501(c)(3) of the Internal Revenue Code of 1954, as amended; and (iii) that, with the exception of voluntary agencies whose revenues are affected by unusual or emergency circumstances, as determined by the Director, it has received at least 50 percent of its revenues from sources other than the Federal Government or at least 20 percent of its revenues from direct and/or indirect contributions in the year immediately preceding any year in which it seeks to participate in the Combined Federal Campaign (organizations founded within the past three years participating in the CFC before this section became effective will have three (3) years, and all other organizations in the CFC will have one (1) year to comply with the 50 percent/20 percent requirement);

(3) That is directed by an active board of directors, a majority of whose members serve without compensation; that adopts and employs the Standards of Accounting and Financial Reporting for Voluntary Health and Welfare Organizations; that prepares and makes available to the general public an annual financial report prepared in accordance with the Standards of Accounting and Financial Reporting for Voluntary Health and Welfare Organizations and is certified, using the form in Appendix B of this section, by an independent certified public accountant; that provides for an annual external audit by an independent certified public accountant.

(4) That can demonstrate to the Director, if its fund-raising and administrative expense is in excess of 25 percent of total support and revenue, that its actual expense for those purposes is reasonable under all the circumstances in its case.

(5) That ensures that its publicity and promotional activities are based upon its actual program and operations, are truthful and nondeceptive, and include all material facts; and

(6) That has a direct and substantial presence in the local campaign community, meaning that employees in the solicitation area, or their families, should be able to receive services from a particular voluntary agency within a reasonable distance from their employment stations, or receive benefits from national voluntary agencies which can be shown to affect a large number of local employees, with specific demonstrable assistance. Such presence shall be demonstrated to the Director or local Federal Coordinating Committee documenting that the services are known to and accessible to Federal employees in the local community; examples of direct and substantial services are: providing local services; personal counseling in health, welfare, or other appropriate services (if by telephone, with a local phone number); local disease prevention program or inoculations; local representatives in a cooperating attorney or referral network; screening for detection of problems or need for services or referrals; treatments (of illnesses, poverty, and handicaps); and local educational or informational services. However, international organizations that provide health and welfare services overseas, which meet the eligibility criteria except for the direct and substantial present criterion, shall be eligible to solicit funds from Federal personnel.

(b) Fund-Raising Practice. The voluntary agency's publicity and promotional activities must assure protection against unauthorized use of its contributors lists; must permit no payment of commissions, kickbacks, finders fees, percentages, bonuses, or overrides for fund-raising; and must permit no general telephone solicitation of the public.

(c) Reports. (1) Annual Report. The voluntary agency must prepare an annual report to the general public that includes a full description of the voluntary agency's activities and accomplishments and the names of chief administrative personnel.

(2) Combined Reports. Voluntary agencies which represent more than one subunit must prepare a combined annual financial report to the general public in accordance with the Standards of Accounting and Financial Reporting for Voluntary Health and Welfare Organizations. The combined report shall include all income and expenditures for the national operations and all chapters, committees, affiliates, or satellites.

(3) Source of Funds and Costs Report. The voluntary agency must file a special report with the Director that discloses, on a consolidated basis, the agency's (including chapters and affiliates) sources of funds, fund-raising expense, and use of net funds in its most recent fiscal year.

4. Application requirements.

(a) Federated Groups. The American Red Cross, United Ways and local community chests or united funds that are members in good standing of or are recognized by United Way of America, the National Health Agencies, the International Services Agencies, the National Service Agencies, and such other federated groups shall be recognized under C, and do not need to apply separately as National Agencies. For purposes of this Section, the American Red Cross and its chapters are recognized as operating an accounting and financial system in substantial compliance with the Standards of Accounting and Financial Reporting for Voluntary Health and Welfare Organizations and certification to this effect by local chapters is not required.

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(b) National Agencies. In order to be considered for solicitation privileges in domestic or overseas campaigns in the Federal service, each national voluntary agency must file an application annually. National voluntary agencies that have already been approved for fund-raising privileges in the Federal services are not required to submit the information requested in paragraphs (f)(1), (2), (3), (4) and (8) of this part, except where there has been a substantial or significant changes in these items; for example, a change in purpose of the organization or a decline in chapter coverage or activity. They are required to furnish information in paragraphs (f)(5), (6), (7), (9), (10), (11), and (12) of this part.

(c) Time and Place of Filing. Applications must be filed with the Office of the Director, United States Office of Personnel Management, Washington, DC, 20415. Applicants are urged to file as early as possible in each calendar year.

(d) National Eligibility. The Director, with the assistance of a National Eligibility Committee of government officials, employee organization leaders, and private citizens, uses the information filed with the agency's application and derived from other responsible sources to make his decision on an agency's eligibility. The National Eligibility Committee shall consider the applications fairly, hold meetings and hearings as appropriate, and make recommendations to the Director. National eligibility shall only give a presumption of local eligibility; voluntary agencies must also meet the requirements of D3. Where a local chapter of an eligible national voluntary agency is denied participation in a local campaign, it may appeal to the Director, whose decision shall be final.

(e) Notice of Decision. Applicants for national eligibility are to be notified of the decisions as soon as possible after filing. If dissatisfied with the Director's decision, the applicants may request reconsideration of the decision by the Director. The Director's decision upon reconsideration will be final.

(f) Form and Content of Application. Applications shall be filed in the following form and will include the information, documents, and data specified:

- (1) Corporate name and fiscal year.
- (2) Origin, purpose, and structure of organization, including information to show that the voluntary agency meets the general and specific requirements of D.
- (3) A list of chapters, affiliates, or representatives in alphabetical order by State; and under the State, a list of cities with chapter, affiliate, or representative by names and addresses;
- (4) Demonstration of the good will and acceptability of the organization throughout the United States.
- (5) Outline of the program, particularly the nature of the direct services provided by the voluntary agency and under what subparagraph of A1 (a)(3) the application is made, written assurance of compliance with all requirements of section A1 (a)(2) and D2 through D3.

(6) Description of board of director's administrative activity in past year and list of current board members' names, addresses, and businesses or professions.

(7) Certification by an independent certified public accountant of compliance with an acceptable financial system and adoption of the Uniform Standards.

(8) Statement of compliance with all factors in the section on fund-raising practice.

(9) Copy of latest annual report.

(10) Copy of latest financial report prepared in accordance with the Standards of Accounting and Financial Reporting for Voluntary Health and Welfare Organizations and certification by an independent certified public accountant that the report was prepared in conformity with the Standards.

(11) Copy of latest external audit by an independent certified public accountant.

(12) A special report to the Director, consistent with the reporting requirements of the Standards. The report must include the voluntary agency's sources of funds, expenditures by program service, and supporting services with fund-raising and other expenditures listed separately. The report must cover the most recent fiscal year and represent a consolidated statement of national and affiliate income and expenditures. The amount of contributions received from United Ways, united funds or community chests, from Federal service campaigns, and the total from all other sources, especially transfers, dues, or other funds from affiliated organizations, must be separately identified and shown. All entries must be reported in dollar and percent of total contribution. The report must be furnished in accordance with the format shown in appendix A to this section.

(g) The Director shall be authorized to investigate facts and circumstances on issues relating to eligibly raised under these regulations.

5. Public announcement of recognized agencies and assigned periods. Early in the calendar year the Directory will announce the names of all national voluntary agencies eligible for participation in the Federal fund-raising program for the ensuing campaign year.

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APPENDIX A TO SUBPART D
SOURCE OF FUNDS AND COSTS REPORT
(for the year ending _____)

Organization: _____

Public support

Received Directly:	\$ _____
Contributions	_____
Special Events (net of direct benefit costs of \$ _____)	_____
Legacies and bequests	_____
Subtotal	_____

Received Indirectly:	
Federated campaigns (e.g., United Way)	_____
Federal service campaigns	_____
Other Contributions	_____
Subtotal	_____

Total Support from the Public	_____
---	-------

Revenue:

Grants from Federal government agencies (including grants in-kind)	_____
Grants from state or local government agencies (including Medicaid)	_____
Memberships	_____
Program service fees (including Medicare)	_____
Sales of materials and services to member units (net of direct expenses)	_____
Sales of materials and services to the public (net of direct expenses	_____
Transfers, dues, etc. from affiliated organizations, etc.	_____
Investment Income	_____
Gains on investment transactions	_____
Other Income	_____

Total revenue	_____
-------------------------	-------

Total public support and revenue	_____
--	-------

Expenses

Program services	
(program)	_____
(program)	_____
(program)	_____
(program)	_____
Subtotal	_____

Supporting services	_____
Management and general	_____
Fund raising	_____
Subtotal	_____

Total expenses	_____
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Excess (deficiency) of public support and revenue over expenses	_____
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APPENDIX B

Certificate

Name of Organization _____

I certify that the above-named organization has adopted, and has prepared its financial statements in accordance with the Standards of Accounting and Financial Reporting for Voluntary Health and Welfare Organizations (1974 Edition) prepared and published by the National Health Council, Inc., the National Assembly of National Voluntary Health and Welfare Organizations, Inc. and the United Way of America.

Signature: _____

Address: _____

E. The Local Combined Federal Campaign

1. Authorized local voluntary agencies. A local voluntary agency shall meet the same criteria as a national voluntary agency, except national scope but shall be evaluated under these criteria by the local Federal Coordinating Committee recognized by the Director for that community. After one year from the effective date of this section, only local groups affiliated with a federated or other eligible national voluntary agency, determined by the local Federal Coordinating committee or the Director, are eligible to participate in the local campaign.

2. Participation in Federal campaigns by local affiliated agencies.

(a) Arrangements will be established by each local Federal Coordinating Committee to evaluate those local affiliates of eligible national agencies that seek to solicit separately from local federated groups. These procedures will require eligible local voluntary agencies to preregister with the local Federal Coordinating Committee to participate in the year's Combined Federal Campaign. Arrangements will be made by the Central Receipt and Accounting Point to distribute contributions to authorized voluntary agencies after appropriate adjustments are made for "shrinkage" and approved administrative costs.

(b) Application Procedures. In order to be eligible for participation in the Combined Federal Campaign, each local voluntary agency must submit an application for registration in the CFC to the local Federal Coordinating Committee. Applications may be submitted jointly for member agencies in federated groups. The Federal Coordinating Committee is responsible for reviewing and taking action on the applications based on eligibility requirements in this section, especially those of D. The Local Federal Coordinating Committee may request a qualified screening organization to assist in the processing and review of applications against the eligibility requirements and in recommending approval or denial of the application, but the local Federal Coordinating Committee must make the actual decisions. If the Federal Coordinating Committee determines that eligibility requirements are not met, reasons for that determination will be provided to the voluntary agency within 60 days of the receipt of the application.

3. Responsibility of local Federal coordinating committees. Each Federal Coordinating Committee is required to organize a Combined Federal Campaign in the local area for which it has fund-raising responsibility. The heads of Federal departments and agencies will request their local officials to cooperate fully with the decisions of the Federal Coordinating Committee in all aspects of CFC arrangements. The Federal Coordinating Committee makes all final decisions on the local campaign, subject to appeal to the Director.

4. Local CFC plan.

(a) CFC as Uniform Fund-Raising Method. The Combined Federal Campaign is the only authorized fund-raising method in all areas in the United States in which 200 or more Federal employees are located. All voluntary agencies wishing to participate in fund-raising within the Federal service must do so within the framework of a local Combined Federal Campaign.

(b) Non-Participation. In the event that any voluntary agency does not follow these regulations for participation in a local CFC, fund-raising privileges in local Federal establishments are forfeited during that fiscal year. Voluntary withdrawal will not prejudice eligibility for the next year's Campaign.

(c) Red Cross Participation. In local communities where the American Red Cross is not a participating member of the local United Way, it will be regarded as a separate campaign organization in the campaign. American Red Cross chapters have independent authority with respect to fund-raising policy, so responsibility for deciding on participation in CFC rests with the local chapter board of directors. As with the other national organizations, in the event local American Red Cross chapters choose not to participate in CFC, they are not authorized to have a separate campaign in local Federal offices or installations during the fiscal year involved, except in the case of an emergency or disaster appeal for which specific prior approval has been granted by the Director.

(d) Exceptions in Areas of Less than 200 Federal Employees. Where there are fewer than 200 Federal employees in the local campaign area, it may not be practicable to hold a Combined Federal Campaign. Therefore, in such areas local Federal officials are not required to arrange for a Combined Federal Campaign. However, if they believe it would be desirable from the standpoint of the local community or the Federal Government to have such a campaign, they may contact the Director to arrange a Combined Federal Campaign regardless of the number of employees involved. Where a CFC is not conducted because of lack of sufficient Federal employees, the local united fund is authorized to solicit within the Federal establishment during the fall of the year and other Federated groups are authorized to conduct a separate spring campaign. Where the American Red Cross is not a member of the local united fund and the area will not have a CFC, then the Red Cross may conduct an independent campaign during the month of March. However, payroll deductions for charitable contributions are only authorized in conjunction with Combined Federal Campaigns.

5. Organizing the local campaign: The principal combined fund organization. The Local Federal Coordinating Committee shall organize the local community campaign. It will appoint a campaign chairman who will carry out campaign duties in conformance with the policies and procedures prescribed in this section. From among the federations approved for participation in the local CFC, the local Federal Coordinating Committee shall select a Principal Combined Fund Organization to manage the campaign and to serve as fiscal agent. In doing so, the Federal Coordinating Committee shall select whichever applicant organization it finds to be the local federated group in the CFC geographic area that provides, through one specific, annual public solicitation for funds, the greatest support for charitable agencies that depend on public subscriptions for support; that, in the judgment of the Federal Coordinating Committee, can most effectively provide the necessary campaign services and administrative support for the successful Campaign.

(a) In deciding whether an organization is the Principle Combined Fund Organization in the CFC geographic area, the Federal Coordinating Committee will consider.

(1) The number of local charitable voluntary agencies or affiliates in the CFC geographic area that rely on the applicant organization for financial

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support and that meet the prescribed eligibility criteria for participation in the CFC.

(2) The number of dollars raised by the applicant organization in the CFC geographic area during its last completed annual public solicitation for funds;

(3) The percentage of such dollars disbursed to the charitable voluntary agencies; and

(4) The local capacity of the applicant organization to provide the necessary campaign services and administrative support (including operation of the Central Receipt and Accounting Point) to the local Federal Coordinating Committee for a successful Federal campaign in conformance with the policies and procedures prescribed in this section.

(b) An organization seeking to be designated the Principal Combined Fund Organization in a CFC area shall submit its application for such designation to the local Federal Coordinating Committee for approval within thirty days after the Director has determined eligible federations. All such applicants must pledge to manage the campaign fairly and equitably; to conduct organization operations separate from other voluntary agency operations; to consider advice from, be responsible to reasonable requests for information from, and to consult with other agencies; and to be subject to the decisions and supervision of the local Federal Coordinating Committee and the Director. Upon submission of a complaint by a local Federal Coordinating Committee or a federated or national voluntary agency, the Director may revoke the designation as a Principal Combined Fund Organization if in his discretion he finds these pledges are not fulfilled.

(c) Applications shall include the following: (1) The names of the voluntary agencies in the area that rely on the applicant organization for financial support and that meet the eligibility criteria set in this section;

(2) The boundaries of the area covered by the public donation solicitation of the applicant organization;

(3) The number of dollars raised in the CFC geographic area by the applicant during its last completed annual public solicitation for funds;

(4) The percentage of such dollars disbursed to the charitable agencies;

(5) Agreement to transmit contributions, as designated by Federal employees, to charitable organizations approved for participation and listing in the local CFC (minus only "shrinkage"- that is, uncollectible pledges and gifts- and the approved fee for administrative cost reimbursement);

(6) Certification that it, and its participating member organizations, are in compliance with all applicable eligibility requirements specified in this section for participation in the CFC;

(7) Fee, if any, proposed to be charged by the applicant organization for reimbursement for administrative costs; and

(8) Statement that the applicant organization is organized to provide the necessary campaign services and support to the local Federal Coordinating Committee for a successful Federal campaign in conformance with the policies and procedures prescribed in this section.

(d) Member agencies of federations and other voluntary agencies certified for listing and receipt of designations through the approved local or national admission process shall be eligible to receive designations.

(e) The Principal Combined Fund Organization shall provide a form for the employee to indicate any amounts he may wish to designate to affiliated and non-affiliated beneficiaries. The Principal Combined Fund Organization shall pay the amount collected to the employee-designated beneficiary agency less "shrinkages" and the amount necessary to reimburse the Principal Combined Fund Organization for administrative expenses.

(f) The fee, if any, charged for administrative cost reimbursement must be approved in advance by the local Federal Coordinating Committee and published in the campaign literature.

(g) All contributions not designated to specific voluntary agencies or specific federated groups shall be deemed to have been designated to the Principal Combined Fund Organization. A statement of that fact shall be clearly stated on the face of each pledge card in red ink, which shall also state the name of the federated group which is the Principle Combined Fund Organization in that local Campaign.

(h) The Principal Combined Fund Organization shall issue a report to the local Federal Coordinating committee within a reasonable time following the campaign setting forth the following information:

- (1) Amounts contributed and pledged,
- (2) Number of contributors,
- (3) Amounts designated to each participating federated group and voluntary agency,
- (4) Amount designated to the Principal Combined Fund Organization, and
- (5) Costs of administering the campaign, including the Central Receipt and Accounting Point.

(i) CFC Committee. Where necessary, the local Federal Coordinating Committee may designate a committee from among its principal members, called the CFC Committee, to give top leadership and direction to the planning, conduct and evaluation of the local combined campaign. The Federal Coordinating Committee, however, may not redelegate any final authority for the campaign to the CFC Committee. The Chairman of the Campaign need not be the Chairman of the organization designated as the local Federal Coordinating Committee.

(j) Action Steps by the Local Federal Coordinating Committee. (1) The Chairman of the local Federal Coordinating Committee is authorized to establish a Local Joint Work Group of Federal representatives and

representatives of the Principal Combined Fund Organization. The Chairman shall direct the Principal Combined Fund Organization to assemble necessary information and to submit a plan detailing materials and a timetable for campaign arrangements. This shall include the dates for preparation, printing and distribution of materials, kick-offs, training sessions, report meetings, and award ceremonies. All of these, including the specific materials to be used, shall be submitted to the full local Federal Coordinating Committee for approval on a day to be announced broadly to participating voluntary agencies and federated groups and to the Director. An adequate period shall be provided for participating federated group and voluntary agencies to review and comment on all proposals.

(2) The local Federal Coordinating committee will set a date or dates each year for local eligibility hearings. Such meeting or meetings shall be reported to the Director, and given wide publicity in the local community and to the voluntary agencies and federated groups which have applied for eligibility.

(k) Loaned Executive Program. One or more loaned Federal executives may be used in a Combined Federal Campaign. The Loaned Executive Program was authorized by President Nixon in a memorandum to heads of departments and agencies dated March 3, 1971. A Loaned Executive may be detailed from his agency on a full- or part-time basis, for a specific period of time, to conduct or assist in the operation of a Combined Federal Campaign. The employing agency will decide who will serve as a Loaned Executive, if anyone, and the length of the detail. Executives may not be loaned or assigned to any specific voluntary organization but only to the official Combined Federal Campaign group. When assigned to the CFC, the executive shall be placed on administrative leave.

6. Basic local CFC ground rules.

(a) The arrangements outlined in E6 through E13 constitute basic ground rules for the local Combined Federal Campaign. Certain local variations are permissible if specially authorized in this part. However, any modification of ground rules in specific instances must be requested by Federal Coordinating Committees from the Director. Modifications will be granted only in the most exceptional circumstances.

(b) The local Federal Coordinating Committee will approve the: (1) Campaign name. The name will include the words "Combined Federal Campaign;" the year for which contributions are solicited; and approximate identification of the locality; as for example: "1981 San Antonio Area Combined Federal Campaign."

(2) Campaign Period. The solicitation period may be any period between September 1 and November 30.

(3) Campaign Area. The exact geographical area to be covered by the combined campaign will be determined nationally, taking into account past practice and the feasible scope for a single coordinated campaign. The jurisdiction of the organization named as the local Federal Coordinating Committee will set the basic area of the Campaign, based upon past practices. Any changes in campaign area must be approved by the Director.

7. Contributions.

(a) The contributor's information leaflet will clearly state that the Federal employee is encouraged to direct his gift to specific voluntary agencies. A single form of pledge card and leaflet-brochure will be produced under standards set in this section, and approved by the Director. The leaflet will explain that when such gifts are earmarked to a specific voluntary agency, the Principal Combined Fund Organization will remit such funds, minus approved administrative costs, directly to that agency (or to its federation if all members of that federated group agree) as those funds are collected. The leaflet will also clearly state that when the Federal employee decides not to designate, the gift will be deemed designated to the Principal Combined Fund Organization for distribution.

(b) Several boxes will be provided on the pledge form so that the donor may indicate his choice, if any, of one or more of the voluntary agencies listed to receive all or part of his gift. A minimum of five boxes for such purposes will be shown on the face of and on all copies of the pledge card itself. Separate designation slips are not authorized under any circumstances. The pledge card must be arranged so that each Federal employee receives the pertinent CFC and voluntary agency information and the pledge card as a single package (as examples, inserted in a slot or pocket in the contributor's information leaflet).

(c) If contributions are designated to organizations not participating in the local CFC, they will not be accepted but will be returned to the contributor.

8. Dollar goals.

(a) A dollar goal for the overall combined campaign is recommended. Generally, it provides a focus for group spirit and unity of purpose that contributes materially to success. By apportioning the goal equitably among the Federal offices and installations, each Federal agency shares responsibility in the team effort and has a mark with which to gauge its progress.

(b) In developing the proposed goal, the local Federal Coordinating Committee should take into account past giving experience in local Federal campaigns, the needs and reasonable expectations of the voluntary agencies in the current campaign situation, and the probability of a substantial increase in the level of giving due to the single campaign and payroll payment plan. The objective should be to set a goal that is attainable, which can be exceeded in an enthusiastic and purposeful campaign.

(c) Dollar goals are not required. An alternative approach is to rely on "suggested giving" as the principal incentive. For example, the "goal" could be 75 percent participation at the suggested giving level.

9. Suggested giving guides and voluntary giving.

(a) Suggested giving guides for contributions are authorized for local constructions. Guides for cash giving or direct-payment pledges may be included in terms of percent of annual income, number of hours pay, or suggested size of gift in relation to various income levels. Guides may be printed in the

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contributor's leaflet or on the pledge form. They will be accompanied by a statement explaining that the guide is provided because employees often ask for one, but that the decision to give and the amount is up to each employee.

(b) Federal agencies are not authorized to furnish individual employee suggested giving guides based upon the employee's specific pay or grade; a guide of this kind is comparable to an individual quota or assessment, which is prohibited.

(c) The contributor's leaflet or the pledge form must include the express statement that the employee has the right to make his gift confidentially in a sealed envelope which will be delivered unopened to the Combined Federal Campaign headquarters.

10. Central receipt and accounting for contributions.

(a) The Principal Combined Fund Organization shall provide and administer the Central Receipt and Accounting Point or it may arrange for an appropriate financial institution to provide such service on its behalf, under the direction of the local Federal Coordinating Committee. Any charges by such institution to provide the necessary services are the responsibility of the Principal Combined Fund Organization and should be included in the latter organization's administrative costs factor.

(b) The central accounting point will tabulate all contributions designated to specified agencies on the pledge cards and then tabulate the contributions designated to the Principal Combined Fund Organization.

The amounts payable to the specified voluntary agencies are subject to deduction "shrinkage" and of the approval percentage, if any, for reimbursement of administrative costs to the Principal Combined Fund organization.

(c) Provision must be made by the Principal Combined Fund Organization for the audit of CFC funds. If the CFC is over \$100,000, an independent audit must be performed. Copies of the audits must be submitted to appropriate local Federal officials and made available for inspection by any voluntary agency or federation participating in the CFC.

(d) In addition to the usual method of cash contribution and direct payment of pledges, the use of voluntary payroll withholding is authorized for members of the uniformed services and civilian personnel at CFC locations. Local voluntary agencies may decide whether or not to provide for direct payment of pledges; however, cash contributions must be permitted. Keyworker collection of installment pledges is prohibited.

11. Campaign and publicity materials.

(a) Campaign and publicity materials will be developed in the local area under direction of the local Federal Coordinating Committee, and will be printed and supplied by the Principal Combined Fund Organization. All disputes over materials will be resolved by the local Federal Coordinating Committee, except that failure to follow this section or other directive of the Director may be appealed to the Director. All publicity must have the approval of the local Federal Coordinating Committee before being used.

(b) Distribution of any bona fide educational material of the voluntary agencies or provision of other services to employees at Federal establishments must be handled through the Federal agency occupational health units, and not the CFC coordinators. While there is no intent to restrict the normal educational or service activities that voluntary agencies provide in Federal agencies, no special distribution of materials or services should be planned during the campaign, nor should promotional efforts be made that would have the effect of giving undue publicity to a particular voluntary agency or category of voluntary agencies during the campaign period. Violation of this requirement by any voluntary agency may be grounds for the local Federal Coordinating Committee to disqualify the voluntary agency from further participation in the local CFC for that year after due notice to the voluntary agency concerned.

(c) A single Contributor's Information Leaflet, a one-part list of participating voluntary agencies, and a single, joint Pledge Form and Payroll Withholding Authorization (the latter two preferably to be placed in an insert slot or otherwise assembled in the former) are to be distributed by keyworkers to each potential contributor. The Pledge Form and Payroll Withholding Authorization must be one form. All CFC literature, keyworker solicitors, and materials released as a part of the campaign must inform employees of their right to make a choice and will provide full information about the voluntary agencies, federated groups, and the Principal Combined Fund Organization. Employees will be informed that while the Federal Government encourages its employees to make a choice, it does not mandate that they choose.

(d) Campaign materials must constitute a simple and attractive package that has fund-raising appeal and essential working information. Treatment should focus on the combined campaign and homogeneous appeal without undue use of voluntary agency symbols or other distractions that compete for the contributor's attention. Extraneous instructions concerning the routing of forms, tallying of contributors, etc., which are primarily for keyworkers, must be avoided.

(e) Specific campaign and publicity materials: (1) Contributor's Leaflet.

(1) This will be the only informational material distributed to individual contributors. It will describe the CFC arrangement, explain the payroll deduction privilege, and will include the information required by E7. The leaflet should be constructed to contain a pocket or a slot to hold the CFC pledge card.

(11) The leaflet will provide instructions about how an employee may obtain more specific information about voluntary agencies participating in the campaign, their programs, and their finances. It will also inform employees of their right to pursue complaints of undue pressure or coercion in Federal fund-raising activities. The leaflet will advise civilian employees to consult with their personnel offices and military personnel with their commanding officers to identify the organization handling such complaints in their respective Federal agency.

(111) A Privacy Act notice must be printed on the leaflet.

(2) Separate list of participating voluntary agencies.

(i) This brochure will list each voluntary agency approved by the appropriate Federal officials for participation in the CFC with a brief statement of about 30 words on its programs. Opposite the name of each voluntary agency a number will be provided beginning with the number 101 so that contributors desiring to indicate a choice of agency or agencies to whom they wish their gift to be directed may insert such number or numbers in the designation boxes provided for that purpose on the pledge card. Each voluntary agency which is a member of a federated group shall be entitled, at its local option, to have that group designation added, in parenthesis, at the end of its statement.

(ii) The listing of voluntary agencies will also include therein the following generic titles reflecting the approved categories of services as a means to assist employees in making rational designations: Children and family services, community coordination services, local federal personnel services, provision of basic needs and economic opportunity, health services/services to handicapped, international services, neighborhood services, acquisition of knowledge and skills, youth and recreation services, specialized and miscellaneous services. The order of assignment of these categories, and the order of voluntary agencies under them, will be reassigned by lot each year by the local Federal Coordinating Committee.

(iii) Federated groups will be listed, in an order set by lot each year, at the end of the list of voluntary agencies, under the title "Campaign Groups," with identification numbers keyed to the numbers of their participating federated groups. The federated group which is the Principal Combined Fund Organization will be so identified.

(iv) An illustration of the prescribed format is shown below.

Children & Family Services

101 (name of agency and group affiliation) (description of program)
 102 (name of agency and group affiliation) (description of program)
 103 (name of agency and group affiliation) (description of program)

Community Coordination

201 (name of agency and group affiliation) (description of program)
 202 (name of agency and group affiliation) (description of program)
 203 (name of agency and group affiliation) (description of program)

Local Federal Personnel Services

301 (name of agency and group affiliation) (description of program)
 302 (name of agency and group affiliation) (description of program)
 303 (name of agency and group affiliation) (description of program)
 * * * * *

Campaign Groups

701--International Service Agencies
 702--National Service Agencies
 703--National Health Agencies
 704--American Red Cross
 705--United Way/Community Chest, etc. of _____

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(The statement: "This group also has been designated as the Principal Combined Fund Organization for _____" shall be added after the title of federated organization serving that function.)

(3) Pledge Form and Payroll Withholding Authorization.

(1) When completed, this working form will go to the Central Receipt and Accounting Point for the local area. The format for the pledge card is set by the Director and is available from the Office of Personnel Management.

(ii) One copy of this form will be used as the Payroll Withholding.

Authorization. When completed, this copy will go to the contributor's payroll office. Since there are some 1,400 separate payroll offices serving Federal personnel, the withholding authorization must be in a standard format and bear adequate identification of the local campaign.

(iii) The name and mailing address of the local CFC Central Receipt and Accounting Point will be printed at the top of the form. The name must be the same as that for the campaign and include the year; for example, "1981 San Antonio Area Combined Federal Campaign."

(iv) The box entitled "Identification No." will be used for the contributor's Social Security Number, except in the case of Federal agencies that have a separate payroll identification numbering system. There is no requirement to use this space and it should only be used when it aids in accounting or campaign management.

(f) Other campaign materials that are authorized include: (1) Chairman's Guide. For use of campaign chairmen in individual Federal installations.

(2) Keyworker's Guide. Instructions for keyworkers about CFC arrangements, solicitation methods, and forwarding procedures.

(3) Keyworker's Report Envelope. With tally sheets (which may be printed on the envelope) on which the keyworker will list the names of contributors or the number of confidential envelopes enclosed.

(4) Miscellaneous Campaign Items. Contributor's receipt, window stickers, posters, progress charts, awards, etc.

(5) Publicity Items. News stories and fillers for the local press and house organs, employee letters, speeches of campaign leaders, division chairman, films, television and radio material supporting the campaign; and

(6) Awards. To recognize campaign achievements by Federal agencies Federal agency chairmen, etc. Awards should be identified as "Combined Federal Campaign" awards. The presentation of awards and plaques by individual voluntary agencies or categories of voluntary agencies for CFC accomplishments is not permitted.

(g) National materials provided and made available for use by local CFCs will be developed by an organization named by the Director. The Director will provide opportunity for comment on such materials by interested parties prior to approval. He must approve all material prior to use.

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12. Payroll Withholding. The following policies and procedures are authorized for payroll withholding operations in accordance with Office of Personnel Management regulations in 5 CFR Part 550, Pay Administration.

(a) Applicability. Voluntary payroll allotments will be authorized by all Federal departments and agencies for payment of charitable contributions to local Combined Federal Campaign organizations.

(b) Allotment. The allotment privilege will be made available to Federal personnel as follows:

(1) Employees whose net pay regularly is sufficient to cover the allotment are eligible. An employee serving under an appointment limited to 1 year or less may make an allotment to a Combined Federal Campaign when an appropriate official of the employing Federal agency determines the employee will continue his employment for a period sufficient to justify an allotment. (This includes part-time and intermittent employees who are regularly employed).

(2) Members of the Uniformed Services are eligible, excluding those on only short-term assignment (less than 3 months). (The Department of Defense has modified its military pay allotment regulations to authorize allotments for CFC charitable contributions by uniformed service members.)

(c) Authorization. (1) Allotments will be wholly voluntary and will be based upon contributors' individual written authorizations.

(2) Authorization forms in standard format will be printed by the Principal Combined Fund Organization at each location. The forms and other campaign materials will be distributed to employees when charitable contributions are solicited.

(3) Completed authorization forms should be transmitted to the payroll offices as promptly as possible, preferably by December 15. However, if forms are received after that date they should be accepted and processed by payroll offices.

(d) Duration. Authorizations will be in the form of a term allotment for one full year-26, 24 or 12 pay periods depending upon the allotter's pay schedule starting with the first pay period beginning in January and ending with the last pay period that begins in December. (The standardization of beginning and ending dates, except for individual discontinuances, is intended to simplify payroll operations and minimize costs.) However, the fact that an employee or military member will not be on duty for the full year should not preclude acceptance of a payroll allotment if he has sufficient time in service remaining to make the allotment practicable. Three months or more would be considered a reasonable period of time for which to accept an allotment.

(e) Amount. (1) Allotment will make a single allotment which is apportioned into equal amounts for deductions each pay period during the year.

(2) The minimum amount for allotment will be determined by the local Federal Coordinating Committee but will be not less than \$1.00 bi-weekly, with no restriction on size of increment above the minimum.

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(3) No change of amount will be authorized during the term of an allotment.

(4) For the purpose of simplicity and economy in payroll operations, no deduction will be made for any period in which the allotter's net pay, after all legal and previously authorized deductions is insufficient to cover the allotment. No adjustment will be made in subsequent periods to make up for deductions missed.

(f) Remittance. (1) One check will be sent by the payroll office each pay period, in the gross amount of deductions on the basis of current authorizations, to the Central Receipt and Accounting Point at each location for which the payroll office has received allotment authorizations.

(2) The check will be accompanied by a statement identifying the agency and the number of employee deductions. There will be no listing of allotments included or of allotter discontinuances.

(g) Discontinuance. (1) Allotments will be discontinued automatically:
(i) On expiration of the year withholding period.

(ii) On death, retirement, or separation of allotter from the Federal service.

(2) The allotter may revoke his authorization at any time by requesting it in writing from the payroll office. Discontinuance will be effective the first pay period beginning after receipt of the written revocation in the payroll office.

(3) A discontinued allotment will not be reinstated.

(h) Transfer. (1) When an allotter moves to another organizational unit served by a different payroll office in the same CFC location, whether in the same office or a different department or agency, his allotment authorization will be transferred to the new payroll office.

(2) When there is a delay in receiving the transferred authorization in the new payroll office, or when the allotter moves to a location covered by another CFC, the allotter should be permitted to complete a new authorization for the remainder of the one-year withholding period, which will supersede and revoke his previous authorization.

(3) When the allotter moves to a location not covered by a CFC, the allotment will automatically be terminated unless continued by the individual.

(1) Accounting. (1) Federal payroll offices will oversee establishment of individual allotment accounts, deductions each pay period, and reconciliation of employee accounts in accordance with agency and General Accounting Office requirements. The payroll office will accept responsibility for the accuracy of remittances, as supported by current allotment authorizations, and internal accounting and auditing requirements.

(2) The Principal Combined Fund Organization is responsible for the accuracy of transmittal of contributions. It shall transmit at least monthly

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for campaigns of \$100,000 or more or quarterly if less than that amount, minus only the shrinkage factor and approved fee for administrative cost reimbursement. An independent audit will be provided when the CFC receipts exceed \$100,000.

(3) Federated and national voluntary agencies, or their designated agents, will accept responsibility for: (i) the accuracy of distribution among the voluntary agencies of remittances from the Principal Combined Fund Organization; and (ii) arrangements for independent audit agreed upon by the participating voluntary agencies.

13. National coordination and reporting.

(a) The Office for Regional Operations, U.S. Office of Personnel Management, is responsible under the Director for CFC arrangements.

(b) All local coordinating committees are required to notify the Office for Regional Operations of their campaign areas, their chairman's name and address, and the address of their Central Receipt and Accounting Point.

(c) All chairmen of local Federal Coordinating Committees are required to furnish reports of campaign results to the Office of Regional Operations by January 15 of each year. A reporting format will be furnished to CFC locations prior to that date requesting information on the results of the campaign, including the following:

- (1) Basic data (number solicited, number of contributors);
- (2) Payroll deductions (number authorizing, total pledged);
- (3) Designations;
- (4) Amount of undesignated receipts received by Principal Combined Fund Organization;
- (5) Campaign costs; and
- (6) Narrative summary evaluation of CFC arrangement based upon campaign experience. A copy of the report will be furnished to the local Federal Coordinating Committee, the Principal Combined Fund Organization, and a copy will be made available for inspection by other participating voluntary agencies and federated groups.

(d) All local activities will be coordinated with the national campaign under procedures issued by the Director through the Federal Personnel Manual system and a handbook of instructions (or other appropriate issuance) for use by participating voluntary organizations.

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(DAAG-PSI)

By Order of the Secretary of the Army:

E. C. MYER
General, United States Army
Chief of Staff

Official:

ROBERT M. JOYCE
Major General, United States Army
The Adjutant General

Distribution:

To be distributed in accordance with DA Form 12-9A requirements for AR, Personnel
General. Active Army: D, ARNG: D, USAR: D.

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HEADQUARTERS
DEPARTMENT OF THE ARMY
WASHINGTON, DC, 30 June 1981

Immediate Action INTERIM CHANGE

AR 600-29
INTERIM CHANGE
NO. 102
Expires 30 June 1982

PERSONNEL--GENERAL
FUND-RAISING WITHIN THE DEPARTMENT OF THE ARMY

This interim change extends IO1 through 30 June 1982. This extension is necessary to keep policy changes announced in IO1 in effect until the Office of Personnel Management publishes the new Federal Fund-raising Manual. This interim change expires 30 June 1982 and will be destroyed at that time unless sooner superseded by a formal printed change.

(DAAG-PSI)

By Order of the Secretary of the Army

E. C. MEYER
General, United States Army
Chief of Staff

Official:

J. C. PENNINGTON
Major General, United States Army
The Adjutant General

DISTRIBUTION:

To be distributed in accordance with DA Form 12-9A requirements for AR, Personnel-General.

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15, October 1978

S/S CH 2 15 JULY 79 ✓

AR 600-29

1. **General.** Local and national health, welfare, and emergency relief organizations depend upon voluntary contributions to achieve their goals. Department of the Army military and civilian personnel, as citizens and as members of the community, should assume their share of the responsibility for supporting these activities. Accordingly, each military member and civilian employee of the Army will be given the opportunity, through on-the-job solicitations, to contribute voluntarily to recognized health and welfare agencies under policies and procedures in this regulation. Such on-the-job solicitation will permit true voluntary giving and the individual will have the option of disclosing or keeping his/her gift confidential. Any practice that involves compulsion, coercion, or reprisal to the service member or civilian employee because of the size of his/her contribution or his/her failure to contribute, is prohibited.

2. **Purpose.** This regulation implements the policy and procedures of the US Civil Service Commission Manual on Fund-Raising Within the Federal Service for Voluntary Health and Welfare Agencies (app A).

3. **Applicability.** The program, practices, and procedures in this regulation apply to the Active Army, the US Army Reserve, and the Army National Guard.

4. **Policy.** a. Fund-raising at Army installations and activities is not authorized except as provided in this regulation or other Army regulations or as specifically approved by Department of the Army.

b. The program and procedures in appendix A will be applied by all components of the Army to authorized fund-raising by voluntary health and welfare agencies at Army installations and activities without variation, except as provided in this regulation.

c. Solicitation by religious organizations, or their affiliates, for health, welfare, emergency relief and similar charitable purposes is governed by appendix A as modified by this regulation. Except as otherwise provided in Army regulations, other fund-raising at Army installations and activities by religious organizations is authorized only in connection with religious services.

d. Fund-raising by private voluntary organizations at the place of employment or duty is limited. This restriction does not prevent local employees from assisting the unfortunate. Collection boxes for the voluntary donation of foods or goods for worthy

causes is permitted. The decision to authorize such collections rests with the commanders or heads of field installations or activities.

e. Installation commanders in domestic areas where Combined Federal Campaigns (CFC) are held, are authorized to apply for membership in the local United Way so that welfare activities, as determined by the commander, may share in the CFC funds. Affiliation requirements are entirely subject to local United Way decisions. Installations located in nonfederated areas (locations within the domestic area in which there is no Community Chest or local chapter of United Way of America) may request the local Federal coordinating group to approve the participation of installation welfare agencies and to make arrangements for distribution of funds.

5. **Responsibility.** Heads of Army Staff Agencies and commanders of installations will—

a. Cooperate with and assist recognized voluntary health and welfare organizations and representatives thereof, or authorized organizations or representatives of other Federal agencies, as appropriate, in the arrangements for and conduct of authorized solicitations to meet the provisions of appendix A and the needs of the communities.

b. Ensure the responsibilities for and enforce the requirements of racial nondiscrimination (chap. 7, app A).

c. Ensure that contributions to fund drives are made on a true voluntary basis. The purpose of the executive order and the Federal Fund-raising manual is to ensure voluntary support by military and civilian personnel in recognized annual fund drives held in the United States and overseas. This does not reduce in any way the obligation of staff agency heads and commanders to conduct informative, effective campaigns to support recognized health and welfare organizations, or other organizations authorized to conduct fund campaigns at Army installations and activities.

d. Ensure that each contributor is permitted to make his/her gift confidentially without fear of censure or criticism.

e. Ensure that the listing of individual gifts of contributors who do not choose the confidential envelope procedure is used only as a control for routine collection and forwarding of contributions. It will not be used to permit supervisory consideration of the amount of such gifts. Supervisory discussion with a military member or civilian employee on such a matter is prohibited.

f. Prohibit assignment of a dollar goal or quota for each rank and grade of personnel taking part in a fund drive.

g. Prohibit competition among units, harassment of contributors, or any practice that involves compulsion, coercion, or reprisal directed to the individual service member or civilian employee because of the size of his/her contribution or his/her failure to contribute. Commanders, officers, or supervisory personnel at the same or successive levels of command will not hold repetitive discussions, meetings, orientations, or "counseling" of individuals or groups of individuals who have failed to contribute.

h. Ensure that no records of CFC noncontributors are developed or maintained for any purpose whatsoever. The information in CFC records will not be retained beyond the time needed to meet administrative requirements. Records or rosters, such as lists of contributors to the CFC, will be destroyed once the annual CFC requirements have been met. The keypersons campaign report will be used for administrative and accountability purposes only. This information is confidential and will not be given to anyone other than the division chairperson or project officer. No additional lists will be prepared from this information. Keypersons must destroy their copies of the campaign report immediately after turning in their final report and the campaign is completed. The division or project officers will destroy their copies of the keypersons campaign report after the auditors have completed their reports.

i. Ensure that Civil Service Commission (CSC) Form 804, when used to authorize payroll deductions, is acknowledged as a record which meets the Privacy Act criteria. The pledge form is subject to section 7 of the Privacy Act because it solicits social security numbers. The social security number is required only when payroll deductions are authorized and the social security number is required for payroll identification purposes. Home addresses may not be required on the CSC Form 804.

j. Follow the Federal fund-raising manual as hereby modified—

(1) *Desirability of 100 percent voluntary participation.* Each individual shall be given an opportunity to contribute. Voluntary participation of 100 percent should be encouraged by solicitation of each individual. This 100 percent participation may be appropriately stressed in campaign literature and at initial meetings or briefings where the fund drive is

discussed before a group of individuals. The appeal for individual contributions should be based upon the merits of the specific campaign, as well as the organizations and persons benefiting from donations. This appeal may also include comments about individual responsibilities as citizens to support worthwhile community activities and to assist others less fortunate. However, the setting of unit or installation percentage goals, especially 100 percent, could be considered coercive and is prohibited. Contributions made under such a goal may not be truly voluntary. The desirability of 100 percent participation will not be stressed at any time during the personal, face-to-face solicitation of individuals. The individual will not be told, or lead to believe, either directly or indirectly, that he/she is the only one, or one of a small number of persons, preventing the achievement of 100 percent participation or any goal. To solicit contributions in this manner is coercive (para II, item C, attachment to chap. 6, app A).

(2) *Assignment of dollar goals.* The setting of dollar goals is authorized at the activity or installation level and at appropriate subordinate organizational levels. Such goals are not authorized if less than 10 persons are involved or if the majority of Federal agencies in a local community decide that such a goal is not required. When voluntary agencies furnish "Fair-Share Giving Guides" in campaign materials, be certain that such guides are not misrepresented or misinterpreted as individual assessments, quotas, or goals. Such individual assessments, quotas, or goals are prohibited.

(3) *Dissemination of report data.* The dissemination of report information is limited to commanders and campaign officials. Data about subordinate units will not be circulated for information within a headquarters. The reports required by the Federal manual are necessary in the organization and operation of fund-raising campaigns. However, information in such reports could be used as the basis for coercive active. To prevent this misuse of information, reports forwarded from one headquarters to another will include only the consolidated total collected, except as provided in appendix B. These reports or other information provided will not indicate the relative standings, amounts collected, or percent of participation of the individual subordinate units of the reporting headquarters. All reports between commands and installations not necessary to meet the requirements of the Federal fund-raising manual should be eliminated.

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APPENDIX B

PLAN FOR DoD COMBINED FEDERAL CAMPAIGN-OVERSEAS AREA

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Attachment 1- Organization Chart - CFC-OA

PLAN FOR DoD COMBINED FEDERAL CAMPAIGN - OVERSEAS AREA

A. PURPOSE

1. This plan for the DoD Combined Federal Campaign-Overseas Area in support of the voluntary health and welfare agencies has been developed to:

- a. Meet contributor wishes for a single campaign;
- b. Reduce costs to the Government; and
- c. Provide greater financial resources for the use of the voluntary agencies in their vital programs, which are dependent on voluntary private gifts.

2. The plan has been approved by the Chairman of the Civil Service Commission under the authority of Executive Order 10927 (reference (f)).

B. DoD CFC-OVERSEAS AREA ORGANIZATION

1. Federal Coordinating Committee

a. A National Policy Coordinating Committee (NPCC) has been established in Washington, D.C., to make final decisions on all matters of policy and planning on matters relating to the Combined Federal Campaign-Overseas Area (CFC-OA) for both the Government and the national headquarters of the voluntary campaign organizations.

(1) The Committee shall provide uniformity and assist the overseas commanders by working out basic plans and operating arrangements such as setting ratios for division of undesignated money, drafting campaign and publicity material, etc.

(2) The Committee's organization and the activities that are represented are indicated in attachment 1 to enclosure 1.

b. If, in the course of planning, there are matters on which the voluntary campaign organizations do not reach mutual agreement after a reasonable period of negotiations, a final decision will be made by the National Policy Coordinating Committee, CFC-OA. In exercising this authority the Committee will give consideration to the equities involved and the recommendations of each voluntary campaign organization on the matters at issue and render decisions which will promote the purpose of the DoD CFC-OA.

c. The campaign areas and organizations for the DoD CFC-OA will be as follows:

(1) There will be three principal campaign areas; namely Europe, Pacific and Atlantic. The Atlantic area will include those outposts in the North Atlantic which are not now included in the CONUS campaign, such as Thule and Sondastrom AFB, Greenland. A Command CFC Coordinating Committee will be established by the Unified Commander for each of the above Unified Command areas. Each Unified Commander will request his subordinate commanders and other local officials in his command to cooperate fully with the decisions of the Command CFC Coordinating Committee on all aspects of the CFC arrangements in the interest of achieving a single combined campaign. Commander-in-Chief, Atlantic (CINCLANT) will assume campaign responsibilities for Greenland.

(2) All members of the Armed Forces and civilian employees assigned to organizations and units of the above DoD commands and activities which are located overseas (excluding Alaska, Hawaii, the Panama Canal Zone and Puerto Rico) shall be included in the DoD CFC-OA. Personnel in Alaska, Hawaii, Panama Canal Zone and Puerto Rico are included in the domestic campaign.

d. The basic ground rules for the CFC set forth in sections D and E of this plan may not be changed or modified by local decision. Requests to modify procedures will be addressed to the Chairman, National Policy Coordinating Committee, Office of the Deputy Assistant Secretary of Defense (Administration), Office of the Assistant Secretary of Defense (Comptroller), Washington, D.C. 20301.

e. Questions related to the conduct of annual campaigns shall be addressed to the Department of Defense Fund-Raising Coordinator at the address listed below:

Director, Defense Telephone Service-Washington
Room 1A 275, The Pentagon
Washington, DC 20310
Telephone: AC 202-695-2121

2. Participating Voluntary Agencies

a. The national representatives of the American National Red Cross, the recognized National Health Agencies, and the International Service Agencies, participate fully in the conduct of the CFC-OA and participate under the basic rules of the plan as prescribed herein. Their overseas representatives participate as full partners in the formulation of detailed campaign agreements in each Unified Command area. If there is

disagreement on details which are not spelled out in this plan, or in subsequently issued operating procedures and instructions, such matters shall be decided by the Command CFC Committee. Any information or advice needed on such matters may be obtained from the DoD Fund-Raising Coordinator.

b. In the event any individual agency or group of recognized national voluntary agencies choose not to participate in the CFC under the final arrangements decided upon, it may withdraw from the campaign; but it will not have fund-raising privileges at places of employment or duty in DoD installations or activities in the overseas area. This policy is in keeping with the agencies' agreement nationally to participate in the CFC under the basic ground rules prescribed in this plan.

C. ORGANIZING THE CAMPAIGN

1. Upon receipt of this plan, each Unified Commander shall establish a Command CFC Coordinating Committee to give leadership and direction to the planning and conduct of the campaign.

a. The Committee shall be organized and have membership as indicated in attachment 1.

b. Employee representatives shall be appointed to the Command Committee, including any recognized employee organizations wherever practicable, so as to assure employee participation in the planning and conduct of the campaign.

c. The Unified Commander shall designate a representative to serve as the Chairman of the Command Committee who, in turn, shall initiate action promptly to organize and plan for the campaign.

d. The Command Committee shall assemble necessary information and data, plan the detailed arrangements, and identify and attempt to resolve any policy issues.

2. The Unified Commander shall serve as the Campaign Chairman for his command area and shall ensure that the campaign is properly planned, scheduled and implemented each year on a timely basis by the Command CFC Committee. Contributions by members of the Southern Command will be reported through the appropriate American Embassy.

D. ESTABLISHING CAMPAIGN ARRANGEMENTS

1. Campaign Name. The name will be the DoD Combined Federal Campaign. The title will include the campaign year during which the contributions are solicited, such as: 1977 DoD Combined Federal Campaign-Pacific. The Command CFC Coordinating Committee may localize the campaign name as they see fit.

2. Campaign Period. The CFC-OA will be conducted during a 6-week period in September and October.

3. Campaign Area. As indicated in B.1.c.

4. Annual Campaign Announcement. Annually, well ahead of the campaign period, the Secretary of Defense will announce the forthcoming campaign by memorandum addressed to all major components of the Department of Defense which have overseas activities.

5. Contributor Designations

a. The contributors information leaflet will identify the participating voluntary campaign organizations and list their member agencies with a brief statement describing each agency's program. The leaflet will tell the contributor the method by which undesignated funds will be divided among the voluntary campaign organizations and of his right to designate gifts to individual voluntary agencies. Designation blocks will be provided on the contributors card so that contributors may designate their gifts, along with a designated space wherein contributors who designate will place their initials to validate their designations.

b. The right to designate will be plainly stated in the contributor's leaflet, but designations will be neither encouraged nor discouraged by keyman solicitors or in campaign publicity materials and speeches.

c. The CFC-OA central depository and accounting point, the Virginia National Bank, P.O. Box 600, Norfolk, VA 23501, will tabulate all contributor designations and allocate them to the appropriate voluntary agency groups for the specific voluntary agencies designated. These amounts will be separate from each voluntary agency's share of the undesignated funds.

6. Distribution of Undesignated Funds

a. Undesignated funds include contributions in cash and pledges by payroll allotment in the CFC that are not designated by the contributor for a specific voluntary agency. The method of distributing undesignated funds among the authorized voluntary campaign organizations will be determined by representatives of the Voluntary Agencies and as approved by the National Policy Coordinating Committee, consistent with guidelines established in reference (b).

b. If the voluntary campaign organizations cannot agree on the method of distribution after a reasonable time for negotiations, the government representatives of the National Policy Coordinating Committee will determine the distribution.

7. Campaign Goal. The goal is to encourage maximum voluntary participation through voluntary contributions by all DoD personnel. Dollar goals will not be established for commands and activities.

8. Suggested Giving Guides and Voluntary Giving

a. Suggested "fair share" giving guides for use by individual contributors appear on the contributor card in an effort to accomplish an enthusiastic and purposeful campaign. It will be accompanied by a statement that the guide is provided because contributors often ask "what they should give", but the decision to give and the amount to give remains solely the determination of each contributor.

b. The giving guide will show the amount of periodic payroll deduction suggested for various pay levels. This will be combined with guides for cash giving. The guide will also show suggested size of gift in relation to various income levels. However, there shall be no requirement that the individual person meet such guides when making gifts and care should be taken to see that the suggested giving guide is not misrepresented as an individual assessment or quota.

c. The contributors leaflet will include the express statement that the individual has the privilege of making his gift confidentially through the use of a sealed envelope provided by him (the contributor) which will be delivered without opening to the financial institution in accordance with section 6.6 of the Federal Fund-Raising Manual (reference (b)).

d. The contributors leaflet and other campaign publicity will emphasize the concept of the single combined annual campaign, referring to the fact that the contributors pledge permits the privilege of extended payment through payroll allotment and makes it possible for him to cover a full year's commitment at one time.

9. Monetary Controls and Accounting

a. The Virginia National Bank, P.O. Box 600, Norfolk, VA 23501, is the central depository and accounting agent for the campaign. Other selected financial institutions, such as U.S. military banking facilities and U.S. credit unions, are lending their services in overseas areas. The local participating financial institution will be instructed to transmit all deposits to the Virginia National Bank at the above address. Local withdrawals are not authorized.

b. The procedures to be followed at all military installations are as follows:

(1) The project officers or assistant project officers (hereinafter referred to collectively as "project officers") will open a demand account at a local U.S. financial institution, such as a bank or credit union. The account will be established in the name of the Combined Federal Campaign-Overseas Area, and the title will include the project officer's identification symbol as assigned by the command. Example: CFC-Overseas Area, P-1-A.

(a) The bank, credit union, or other financial institution will forward 90% of the deposits to the Virginia National Bank at the end of October and the balance at the end of December. This remittance will refer to the account title illustrated above.

(b) Contributors checks that have failed to clear after the second presentation will be forwarded to the Virginia National Bank at the time the funds are transferred. If any checks not honored are returned to the local bank after December 31, they shall be forwarded with an accompanying letter to the Virginia National Bank, which will make an immediate refund to the local financial institution.

(2) The keyman has certain responsibilities. First, he assures that the contributor's card is fully and accurately completed. The keyman gives the contributor a signed receipt, which appears on the back of the front cover of the contributors card. The keyman will then deposit all checks and cash in the special CFC-OA account which has been opened by the project officer and will turn over any sealed confidential envelopes at the same time. When it is not practical to turn in cash to the project officer, the keyman will convert all cash to Treasury Check or postal money order.

(a) In certain overseas areas it may be impractical for the keyman to personally make deposits in the project officers account. Where such conditions prevail, and when authorized by the Command CFC Committee, keymen may turn over the funds and contributor cards to the project officer for deposit and delivery to the servicing finance office.

(b) After completing his Keyman's Report Form, the keyman personally turns into the project officer his Keyman's Report Envelope with the enclosures. That is, the keyman keeps the third copy of the Report Form, the financial institutions deposit slips, which will also show the number of sealed envelopes received, and the contributors cards in the Keyman's Report Envelope.

(3) The project officer verifies the accuracy of the totals on the Keyman's Report Form before preparing his report. He checks to see if the keyman's number, if used, is on the deposit slips and to be sure the totals of the deposit slips agree with the report totals and the financial institutions statements. He also checks the deposit slips against the number of confidential envelopes shown on the Keyman's Report Form and the total of payroll allotments against the total reported. The original copy of the Keyman's Report Form is retained by him as support for his records.

(4) The project officers' report to command will identify which keymen were unable to make their own financial institution deposits. He will deposit all checks, cash and confidential envelopes in the local participating financial institution. Each keyman's proceeds will be subject to a separate deposit slip which identifies the keyman. A copy of the deposit slip will be forwarded promptly to the keyman for his records.

(5) In the event there are no federally recognized institutions available to the project officer, he will convert all cash to a treasury check or postal money order, and forward all to the aforementioned Virginia National Bank. Postal money orders may be purchased from contributions and the cost annotated on the keyman's report. The check or money order must be annotated with the project officers' identification symbol to allow the Bank to correlate cash receipts.

(6) The financial institution will open any sealed envelopes that have previously been deposited by the keyman and will provide a deposit slip to the project officer for the total amount of the checks and cash. In the event that any contributor's cards are included in the confidential envelopes, the financial institution will give them back to the project officer for processing.

(7) The project officer promptly reviews the Contributors Cards received to determine which have been completed to serve as payroll allotment authorizations. The payroll allotment authorizations will be promptly forwarded to the appropriate finance or payroll office in accordance with section E. below.

(8) The project officer will reprepare his report in accordance with the instructions on the Project Officers Report Form. Each report submission will be accompanied by the Virginia National Bank's copy of all contributor cards received to that date.

(9) If a payroll allotment has been authorized, the first and second copies will be given to the local finance or payroll office. The project

officers' final report will be supported by the deposit slips from the financial institutions and by his receipts from the finance office for payroll allotments. The total of these items will equal the total funds raised. The total amount of any checks returned to the financial institution after payment was refused will be shown as a reduction at the bottom of the final report.

(10) The Command will promptly forward the third copy of the contributors card received from the project officers to the Virginia National Bank at the Norfolk, Virginia address. A command report will be prepared by consolidating the various project officers reports. The Command will be responsible for checking the final project officers reports against the total of the deposit slips and the allotment for receipts submitted. These receipts will be held for at least one year so as to be available for reconciliation and audit purposes.

c. The Virginia National Bank will tabulate contributions according to designations on the contributor cards and the method of distribution for division of undesignated funds, furnishing the National Voluntary Organizations Accounting Agent with appropriate details regarding designations to member agencies. The final audited totals of designated and undesignated contributions to each voluntary campaign organization will constitute the ratio for distribution of receipts. The voluntary campaign organizations will be responsible for distribution internally to member agencies in accordance with their organization agreements.

d. The cost of receipt and accounting and other identifiable expenses, such as the printing of campaign and publicity materials will be shared by voluntary campaign organizations under arrangements that are mutually acceptable to them. Accounting and expense-sharing agreements are the responsibility of the campaign organizations, and the Government will not enter into their administration unless agreement cannot be reached among the participating voluntary campaign organizations.

10. Campaign and Publicity Materials

a. Campaign Materials

(1) The following materials normally will be provided for the campaign:

(a) Checklists for commanders, project officers and keymen

- (b) Three-part Keymans Report Form
- (c) Keymans Kit Envelope
- (d) Contributors Information Leaflet
- (e) Project Officers Receipt Form for payroll authorizations
- (f) Three-part Project Officers Report Form
- (g) Poster

(2) In addition to the above materials, the local financial institutions will use their own deposit slips for cash contributions and confidential sealed envelopes, if any, brought to them by the keyman.

(3) The solicitation materials have been prepared for a ratio of one keyman to 20 potential contributors. These materials will reach project officers through command channels. Additional supplies are available from the local representatives of the voluntary organizations or through command channels. All materials have been reviewed and approved by the Department of Defense.

(4) Information materials about the three voluntary groups and their member agencies are made available to the project officers by the voluntary groups' representatives.

b. Publicity Materials

(1) The Department of Defense, through the American Forces Information Service, has cleared all press, radio and television publicity materials furnished by the DoD for use in support of the campaign. Press publicity materials are distributed by the American Forces Press Service directly to all overseas Armed Forces newspapers receiving the service. Radio and television publicity materials are distributed by the American Forces Radio and Television Service, Los Angeles, directly to American Forces Radio and Television networks and outlets.

(2) The Press Kit will include a statement endorsing the campaign by an appropriate official, suggested press releases, as well as other suitable material. The Radio and Television Kits will include general campaign and agency spot announcements in script and recorded formats. Television slides will also be provided.

(3) Recipients of press, radio and television publicity materials are requested to notify the appropriate public affairs officer or project

officer to inform him of receipt of materials and to coordinate their release.

E. PAYROLL ALLOTMENT AND AUTHORIZATION

1. Payroll allotments for contributions to the Combined Federal Campaign-Overseas Area are authorized by the Department of Defense and the implementing regulations of the Military Services are as follows:

<u>Department</u>	<u>Military Personnel</u>	<u>Civilian Personnel</u>
DoD	DoD Directive 7330.1	DoD Directive 1418.4
Army	AR 37-104-3	AR 37-105
Navy	Paras 50501-60604, Navy & Marine Corps Military Pay Procedure	NAVCOMPT Manual, Vol 3, Para 033004-2B, 2C; Vol 4, paras 045050- 045058
Air Force	AFM 177-105	AFM 177-373 (Vol II)

2. If a payroll allotment is authorized, the top two copies of the contributors card are separated by the project officer from the bank copy and taken to the appropriate finance or payroll office as promptly as possible, to assure timely processing. The project officer fills out the Receipt for Payroll Authorization Form for these allotment cards and obtains a signature acknowledging receipt of the forms. Since authorized deductions commence in January, the cards for military members should be received by the Service Finance Center no later than December 1 in order to be processed. If no allotment has been authorized, all copies of the contributors card are forwarded with the project officers report.

F. ORIENTATION, TRAINING AND PUBLICITY ARRANGEMENTS

1. The DoD Combined Federal Campaign-Overseas Area involves so many features that a formal plan should be developed by the Command CFC Coordinating Committee to cover the orientation of management and employees, training of keymen and publicity to employees and servicemen.

2. It is expected that all overseas commanders will assist campaign leaders in the conduct of an enthusiastic and purposeful solicitation on their installations in order to develop maximum group interest and response. In orientation programs, however, care should be taken to make clear:

a. That the fund-raising manual policies and procedures are to be maintained intact as they apply to prohibition against individual

employee quotas, assessments, or any other form of coercive action, and

b. The employees right of privacy as to the amount of his gift and his privilege to contribute voluntarily, either with or without the use of such a confidential sealed envelope furnished by the contributor.

3. Since employees and servicemen may not be aware of the pledge and payroll allotment arrangements, it is essential that keymen be trained effectively on the procedures and be equipped to answer any questions or problems the contributors may have in this respect, as well as questions of a substantive nature regarding the programs of the participating voluntary agencies. Voluntary agency fact sheets are useful for this purpose.

4. Employees and servicemen should be told the background and purpose of the combined campaign arrangements, including the availability of installment payment through a payroll allotment. Special stress should be placed on giving enough on a once-a-year basis to provide a fair amount of support for all authorized campaign organizations.

G. CAMPAIGN REPORTING

1. A major function of the CFC is the timely reporting of campaign progress through the command channels.

2. Campaign materials will have a blank space for a reporting number. This number will be referred to when any specific identification is required and will also be used in the financial procedures to identify the source of contributions and accountability. Reporting numbers should be assigned in blocks by each of the Unified Commands, as follows:

European Command	E-1 through the number of countries or local commands (if used)
Pacific Command	P-1 through the number of countries or local commands (if used)
Atlantic Command	A-1 through the number of countries or local commands (if used)

(NOTE: Numbers designating countries or command are optional.)

3. After the number designating a country or command, if used, a letter should be added for each project officer. The numbers and letters referring to the countries and the project or assistant project officers

are assigned by the Unified Command. For example: P-1-A would mean Pacific Command (P) - Korea (1) - Project Officer or Assistant for Headquarters, 8th US Army (A).

4. At the discretion of the project officer, numbers may be assigned to keymen, in which case those numbers can be added following the project officers letter. For example: P-1-A-180 (for keymen).

5. These identification numbers are necessary to maintain monetary control.

6. Status Summary. The campaign organization status summary will be provided by the project officers to the Chairman of the Unified Command so the latter can provide the DoD Fund-Raising Coordinator a status summary 15 days after the beginning of the campaign. The project officer shall report the name and location of the financial institution in which an account was opened and the identification symbol or symbols of project officer(s) who will deposit funds in the account. This level of detail is essential to maintain accountability for cash contributions and to reconcile contributor cards with funds transmitted for deposit to the Virginia National Bank.

7. Final Campaign Reports

a. The following information, by project officer identification symbol, is required:

(1) Number of potential contributors

(2) Number of actual contributors

(3) Total amount of contributions (cash, payroll deduction, etc)

(4) Cash contributions

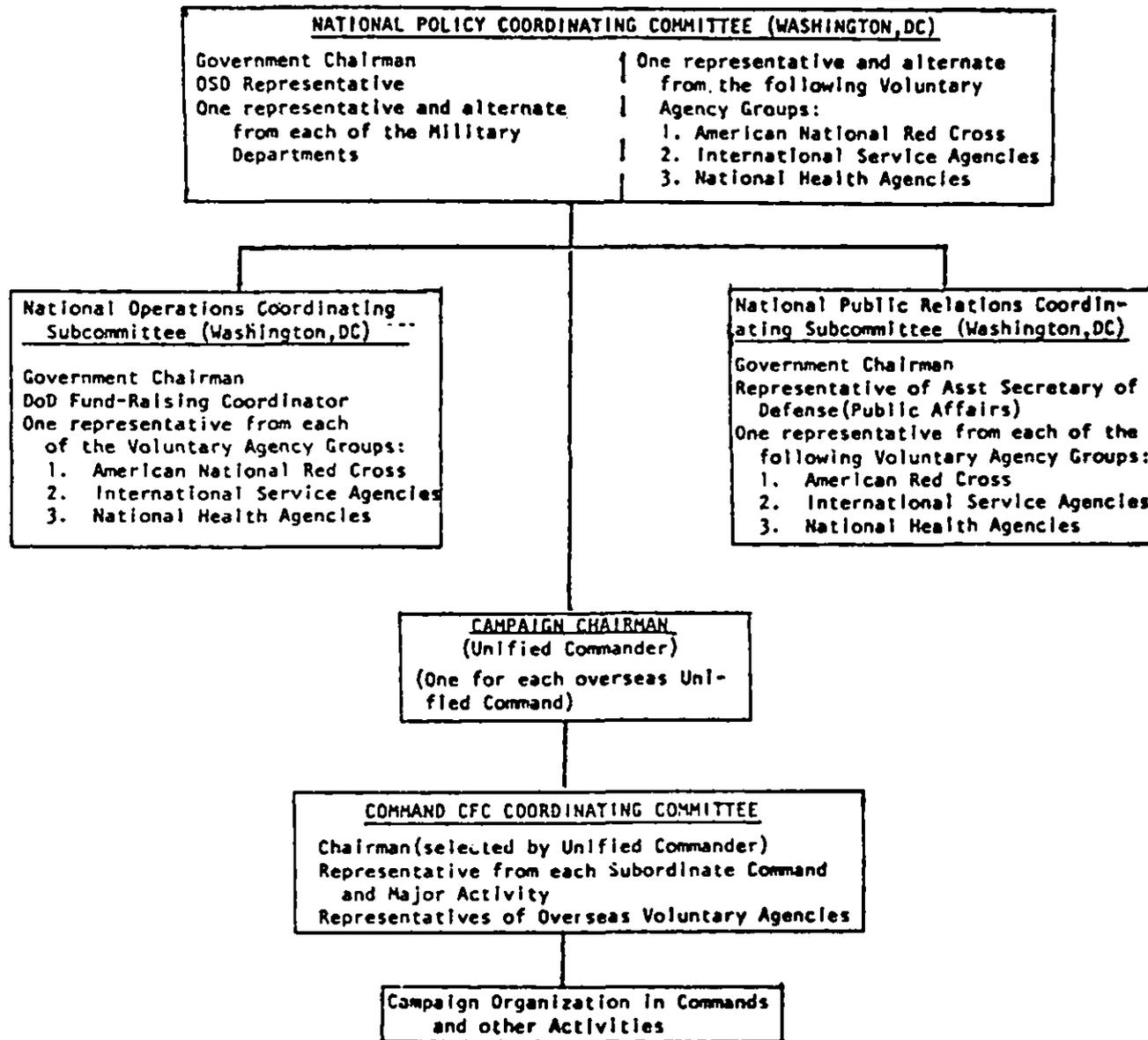
(5) Payroll allotment contributions (for contributors with an ETS, separation date, or scheduled retirement, calculate the contribution based on months of remaining service)

(6) Recommendations for next year

b. The information requirement is assigned Reports Control Symbol DD-A(A)1392.

Attachment - 1
Organization Chart- Overseas
Combined Federal Campaign

COMBINED FEDERAL CAMPAIGN OVERSEAS AREA ORGANIZATION



The proponent agency of this regulation is the US Army Adjutant General Center. Users are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications) direct to HQDA (DAAG-PSI) WASH DC 20314.

By Order of the Secretary of the Army:

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Chief of Staff

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Brigadier General, United States Army
The Adjutant General

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