

Personnel—General

# **Fund-Raising Within the Department of the Army**

Headquarters  
Department of the Army  
Washington, DC  
7 June 2010

**UNCLASSIFIED**

# ***SUMMARY of CHANGE***

AR 600-29

Fund-Raising Within the Department of the Army

This major revision, dated 7 June 2010--

- o Specifically defines policy, procedures, and responsibilities pertaining to all aspects of fund-raising in support of the annual Combined Federal Campaign, including which fund-raising practices are specifically permitted and which are prohibited in accordance with 5 CFR 950 and Department of Defense guidance (throughout).
- o Updates general policy for administering the Combined Federal Campaign, Army Emergency Relief, and all other fund-raising activities within the Department of the Army (throughout).
- o Identifies key management test questions that must be evaluated once every 5 years (para B-4).
- o Makes administrative changes (throughout).

Effective 7 July 2010


Personnel—General

Fund-Raising Within the Department of the Army

By Order of the Secretary of the Army:

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Chief of Staff

Official:

  
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Secretary of the Army

**History.** This publication is a major revision.

**Summary.** This regulation updates general policy for administering all fund-raising activities within the Department of the Army. It implements guidance in DODI 5035.05.

**Applicability.** This regulation applies to the Active Army, the Army National Guard/Army National Guard of the United States, and the U.S. Army Reserve, unless otherwise stated.

**Proponent and exception authority.** The proponent of this regulation is the Administrative Assistant to the Secretary of the Army. The proponent has the authority to approve exceptions or waivers to this regulation that are consistent with controlling law and regulations. The proponent may delegate this approval authority, in writing, to a division chief within the proponent agency or its direct reporting unit or field operating agency, in the grade of colonel or the civilian equivalent. Activities may request a waiver to this regulation by providing justification that includes a full analysis of the expected benefits and must include formal review by the activity's senior legal officer. All waiver requests will be endorsed by the commander or senior leader of the requesting activity and forwarded through their higher headquarters to the policy proponent. Refer to AR 25-30 for specific guidance.

**Army internal control process.** This regulation contains management control provisions and identifies key management controls that must be evaluated (see appendix B).

**Supplementation.** Supplementation of this regulation and establishment of command and local forms are prohibited without prior approval from the Administrative Assistant to the Secretary of the Army, 105 Army Pentagon, Washington, DC 20310-0105.

**Suggested improvements.** Users are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) directly to the Office of the Administrative Assistant to the Secretary of the Army (AARP-ZA), Taylor Building, 2511 Jefferson Davis Highway, Arlington, VA 22202–3926.

**Distribution.** This publication is available in electronic media only and is intended for command levels C, D, and E for the Active Army, the Army National Guard/Army National Guard of the United States, and the U.S. Army Reserve.

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## **Glossary**

## **Chapter 1 Introduction**

### **1-1. Purpose**

This regulation prescribes general policy for administering all fund-raising activities within the Department of the Army (DA). Also, it specifically defines policy, procedures, and responsibilities for fund-raising in support of the Combined Federal Campaign (CFC) and complies with public law and guidance from the U.S. Office of Personnel Management (OPM) and the Department of Defense (DOD).

### **1-2. References**

Required and related publications and prescribed and referenced forms are listed in appendix A.

### **1-3. Explanation of abbreviations and terms**

Abbreviations and special terms used in this regulation are explained in the glossary.

### **1-4. Responsibilities**

*a.* The Administrative Assistant to the Secretary of the Army will oversee the organization, conduct, and administration of CFC fund-raising within the DA National Capital Region.

*b.* Commanders of Army Commands and subordinate commands in their areas of responsibility will cooperate with representatives of the Local Federal Coordinating Committee, the Principal Combined Fund Organization, and representatives of other Federal agencies, as appropriate, in the arrangements for conducting the CFC as necessary to meet the requirements of this regulation.

*c.* Commanders of Army Service Component Commands outside the continental United States (except Alaska, Hawaii, the Commonwealth of Puerto Rico, and the U.S. Virgin Islands) will conduct CFC fund-raising campaigns within their area of responsibility in accordance with DODI 5035.05.

*d.* All Army commanders within their area of responsibility will organize, conduct, and administer other authorized fund-raising campaigns within DA.

### **1-5. Authorized fund-raising activities**

For the purposes of this regulation, the following fund-raising activities are authorized within DA.

*a.* Fund-raising for the CFC.

*b.* Non-CFC fund-raising (for specific information see para 1-7).

### **1-6. Authorized Combined Federal Campaign fund-raising**

The Director, OPM has authorized CFC as the only fund-raising for the general public that the Army may officially support. The Combined Federal Campaign must be conducted in accordance with the guidelines in this regulation.

### **1-7. Authorized non-Combined Federal Campaign fund-raising**

The general rule is that fund-raising in a personal capacity is prohibited in the workplace because it tends to disrupt work, compete with CFC for donations, promote an abuse of authority by superiors in relation to subordinates, and cause subordinates to contribute in order to seek favor with their supervisor. However, certain limited non-CFC fund-raising activities are allowed when done in compliance with this regulation.

*a.* *Fund-raising approved by U.S. Office of Personnel Management for an emergency or disaster appeal.* During emergency or disaster relief efforts (such as Victims of the Asian Earthquake and Tsunami Disaster and Hurricane Katrina), OPM may authorize special approval for fund-raising efforts.

*b.* *Fund-raising in support of the Army Emergency Relief.* Apart from CFC and OPM-approved fund-raising for an emergency or disaster appeal, the Army Emergency Relief (AER) annual campaign is the only fund-raising the Army may conduct Armywide. Fund-raising in support of AER must be conducted in accordance with AR 930-4 and the general provisions of this regulation.

*c.* *Local fund-raising.* Provided no on-the-job fund-raising is involved, the following fund-raising activities may be authorized locally:

(1) Fund-raising conducted by organizations composed primarily of Army personnel or their Family members (including installation morale, welfare, and recreation activities, as provided in AR 215-1), among their own members (contractor employees cannot be members of these organizations), only to benefit welfare funds for their own members, and conducted in accordance with the general provisions of this regulation. These organizations also include informal funds, such as cup and flower funds, which must be conducted in accordance with AR 600-20. The commanders of Army Commands and the heads of Army organizations may designate areas that are outside the Federal workplace, may support or authorize the support of such fund-raising, and may provide limited logistical support (facilities and equipment) in accordance with DOD 5500.7-R. This provision includes fund-raising activities such as bake sales, car washes, and other minor events to raise unit funds in support of an organization day or other activities.

(2) Fund-raising for Army museums done in conjunction with private museum foundations must be performed in accordance with the provisions of this regulation, AR 210–22, and AR 870–20.

(3) Occasional fund-raising in support of Family Readiness Groups in accordance with AR 608–1, command authorization of informal funds in accordance with AR 600–20, and other official fund-raising by organizations composed primarily of DOD or DA employees or their Family members when fund-raising among their own members or Family members for the benefit of their own welfare funds in accordance with DOD 5500.7–R. These fund-raising activities must receive the approval of the garrison commander in coordination with the local Staff Judge Advocate General and comply with the aforementioned regulations.

(4) Occasional fund-raising in support of on-post private organizations and other limited fund-raising activities to assist those in need may be authorized by garrison commanders and heads of organizations, provided such activities are consistent with the general provisions of this regulation and the activities have been coordinated with the local Staff Judge Advocate General or other legal counsel. Fund-raising in support of on-post organizations must comply with the provisions of AR 210–22. These fund-raising activities may include the use of “poppies” or other similar tokens by veterans’ organizations, or the placement of collection boxes in public use areas of Federal buildings or installations for the voluntary donation of foods or in-kind items for charitable causes.

*d. Religious fund-raising.* Fund-raising by religious organizations or their affiliates is authorized only in connection with religious services and must be conducted in accordance with AR 165–1.

### **1–8. Conflict avoidance**

Fund-raising solicitations conducted by organizations composed of civilian employees or members of the uniformed Services among their own members for organizational support, or for the benefit of specific member welfare funds, are permitted and may be conducted in the workplace. However, such solicitations should be limited in number and scope during the official CFC period to minimize competition with CFC.

### **1–9. Voluntary giving**

The principle of true voluntary giving is fundamental to DA fund-raising activities and will be practiced during authorized fund-raising activities. Actions that do not allow free choice or create the appearance that employees do not have free choice to give or not give are contrary to Army policy and will not be permitted. Each military and civilian member of DA has the following rights:

- a. To give or not give as the individual chooses.
- b. To disclose his or her contribution or keep it confidential.
- c. To make contributions in the form of cash, check, or payroll withholding.
- d. To participate or not to participate in any innovative promotional event and activity.

### **1–10. Prohibited fund-raising activities**

This section is applicable to all Army fund-raising. (See para 3–3 for specific guidance on prohibited CFC fund-raising activities.) A prohibited fund-raising activity is any practice that involves compulsion, coercion, or other action that is contrary to the concept of true voluntary giving. These prohibited actions include, but are not limited to—

a. Solicitation of employees by their commander, supervisor, or any individual in their supervisory chain of command during CFC or any other fund-raising activity that provides such options. Commanders and heads of organizations are permitted and encouraged to show support by performing the usual activities associated with the campaign kickoff or by endorsing the campaign through memorandums, employee newsletters, or other routine communications with employees.

b. Supervisory inquiries about whether an employee chose to contribute, the amount contributed, or the organization(s) the employee contributed to. The fact of participation or nonparticipation may not be entered into an individual’s performance appraisal or evaluation report. This restriction should not be confused with the objective of achieving 100-percent contact with all employees. Each member of DA will be given the opportunity to contribute.

c. Fair-share giving guides, when provided in CFC campaign materials, will not be represented or interpreted as individual assessments, quotas, or goals.

d. Developing and using lists of either noncontributors or contributors for purposes other than the routine collection and forwarding of contributions and allotments.

e. For military members, granting special favors, privileges, or entitlements, such as special passes, leave privileges, or the wearing of civilian clothing, that are inducements to contribute. Establishment of an express or implied requirement to contribute as a condition precedent to normal career progression, or to the granting of normal privileges and entitlements, violates the letter and spirit of this regulation. These restrictions do not apply to the presentation of awards, special recognition, or rewards such as letters of commendation for exceptional performance in the organization or administration of a campaign.

f. Harassing an individual through continued discussions, meetings, orientations, “counseling,” or other methods to cause an individual to change his or her decision to give or not give. This restriction does not prohibit a keyworker from following up on a solicitation when, during the initial contact, the individual solicited had not indicated a

decision, preferred to delay the decision until a later time, or was otherwise undecided. Once the decision to give or not give has been made, the keyworker is not permitted any further contact for the purpose of obtaining a contribution unless requested by the individual solicited.

*g.* Telling or leading an individual to believe, either directly or indirectly, that he/she is the only one, or one of a small number of people, preventing the achievement of an organizational goal, whether it is a participatory goal or a monetary goal.

*h.* Soliciting government contractors.

### **1–11. Official endorsements**

Department of the Army officials may officially endorse only CFC; other fund-raising specifically approved by the Director, OPM; the AER annual campaign; and local fund-raising on behalf of organizations, including Army morale, welfare, and recreation nonappropriated fund activities. Endorsements may include support for the fund-raising effort by performing the usual activities associated with a campaign kickoff at public appearances or the use of the official's name, title, and position in memorandums, employee newsletters, or other routine communications to promote the fund-raising. Department of the Army officials may not endorse other local fund-raising authorized under the provisions of AR 210–22 on behalf of particular private organizations.

### **1–12. Soliciting money on the job**

*a.* Only CFC and AER may solicit on the job for a monetary contribution or a pledge of a monetary contribution. Under certain limited circumstances and only when approved by the Director, OPM, governmentwide emergency appeals for disaster relief may be authorized. An example of a governmentwide appeal is the relief effort for the Southeast Asia tsunami.

*b.* The only other solicitations that Army personnel may be authorized to officially participate in are solicitations for commercial sponsorship for morale, welfare, and recreation activities in accordance with AR 215–1 and collecting for a gift to an official superior on special, infrequent occasions, such as retirement, in accordance with 5 CFR 2635.304 and DOD 5500.7–R.

## **Chapter 2**

### **Combined Federal Campaign—Introduction**

#### **2–1. Background**

The Combined Federal Campaign was developed in response to Federal employee wishes for a single campaign to reduce administrative expenditures; permit voluntary payroll withholding for contributions; and better support local, national, and international health, welfare, and philanthropic organizations. The Combined Federal Campaign, an annual on-the-job solicitation, is the only authorized method of fund-raising for recognized voluntary agencies. The Combined Federal Campaign normally is conducted in those locations that include a population of 300 or more Federal civilian and military personnel.

#### **2–2. Legal authority**

Legal authority for the Federal Fund-Raising Program is Executive Order 12353 as amended by Executive Order 12404 and Public Law 100–202. The Director, OPM approves the rules and regulations that govern fund-raising within the Federal Government and provides the system for administering CFC.

#### **2–3. Scope of the campaign**

The Combined Federal Campaign is conducted Armywide. In the 50 United States and the Commonwealth of Puerto Rico, the campaign is known as CFC. It is known as the DOD Combined Federal Campaign-Overseas (CFC-O) at all overseas locations where Federal personnel are employed or stationed.

#### **2–4. Authorized Combined Federal Campaign agencies**

Organizations participating in CFC represent a majority of the nation's health and social welfare agencies working to help people in need of their specialties at home and around the world. The eligibility of national and local health and social welfare agencies for inclusion in the campaign is prescribed by 5 CFR 950.201 and 5 CFR 950.204.

*a.* On-post Family support and youth activities programs authorized by the garrison commander may be supported with CFC funds. Certification and application for support must be made by the commander to the Local Federal Coordinating Committee. Early application is highly recommended. Specific criteria for application can be obtained from the local committee. Each year, the Director, OPM will issue a timetable for conducting eligibility hearings and processing appeals.

*b.* For overseas locations, see DODI 5035.05. The Combined Federal Campaign–Overseas does not involve participation of “local” charitable organizations, unlike campaigns located within the United States. Therefore DOD family

support and youth programs established in overseas locations are directly eligible for individual-designated CFC-O donations and will also be provided support from undesignated CFC-O funds. (Family support and youth programs are those that improve the quality of life at each installation.) The installation commander will determine the distribution of funds to eligible activities. These monies will be taken from undesignated funds and distributed quarterly by the Principal Combined Fund Organization.

## **Chapter 3 Combined Federal Campaign—Policy**

### **3–1. Objective**

Local, national, and international charitable, emergency relief, and philanthropic organizations depend on voluntary contributions to achieve their objectives. As citizens and members of the community, DA military and civilian personnel share the responsibility for supporting these activities and enjoying their benefits. Each military and civilian member of the Army will be given the opportunity, through on-the-job solicitation, to contribute voluntarily to recognized organizations under the policies and procedures in this regulation.

- a.* Each military and civilian member of DA will be given the opportunity to decide whether to contribute to CFC.
- b.* Commanders at all echelons will give strong support and leadership to the annual CFC fund-raising drive and ensure compliance with the spirit and intent of this regulation.

### **3–2. Combined Federal Campaign solicitations**

The most common form of CFC solicitation is the request for a monetary donation or pledge. To aid CFC fund-raising, innovative promotional events and activities such as car washes, raffles, bake sales, carnivals, athletic events, or races are permitted during the annual campaign period, consistent with DOD 5500.7–R. For all approved special fund-raising events, the donor must have the option of designating to a particular organization or federation, or be advised that the donation will be counted as an undesignated contribution and distributed as specified in paragraph 3–4.

- a.* Direct solicitations of employees for CFC will occur during duty hours. Methods of solicitation will permit true voluntary giving. An individual may not be solicited for multiple anonymous contributions for the purpose of representing that more than one gift was received. Multiple anonymous contributions from the same individual will be reported as one contribution.
- b.* Solicitations for CFC will begin annually on or after 1 September. The Local Federal Coordinating Committee will establish campaign dates, which may be extended as local conditions require, in accordance with 5 CFR 950.102.

### **3–3. Prohibited Combined Federal Campaign fund-raising activities**

- a.* DOD 5500.7–R, Section 3, paragraph 2–302, prohibits gambling on government property or while on official duty. All lottery type games, door prizes, and similar events must be designed to avoid gambling. To be considered gambling, a game must have the following three elements:
  - (1) The payment of money or something of value.
  - (2) The game must be a game of chance.
  - (3) The game must offer a reward or prize.
- b.* For example, holding a drawing (using CFC pledge cards) is not gambling as long as it is made clear to the participants that a contribution (pledge) is not required to enter the drawing (therefore para *a*(1) is not satisfied). Care must be taken to ensure that fundraisers clearly indicate that a contribution is not required.
- c.* Emphasizing a specific individual agency or group of agencies over others within the CFC campaign is prohibited. All voluntary agencies and federations participating in CFC will be promoted equally (see para 5–3e(2) for additional information).

### **3–4. Voluntary giving**

In accordance with paragraph 1–9*a* through 1–9*d*, military and civilian members of DA have the right to select or designate which agency, agencies, or federation(s) will receive their CFC contributions. Undesignated contributions will become part of the undesignated funds pool and will be distributed according to a formula approved by the Director, OPM and publicized before the campaign.

## **Chapter 4 Campaign Organization**

### **4–1. Campaign support**

Commanders will support the local CFC fund drive by ensuring that the following steps are taken:



*a.* Coordination with the local Principal Combined Fund Organization, which is the federated group or combination of groups, or a voluntary agency selected by the Local Federal Coordinating Committee to administer the local campaign.

*b.* Provide personnel to support the campaign. Because the campaign is official business, campaign workers will be allowed sufficient duty time to conduct campaign duties.

*c.* Essential preliminary planning and activation of an effective campaign organization. Preliminary planning includes—

(1) Briefing senior leadership, emphasizing that the campaign is a social and civic responsibility as well as official Army business.

(2) Selecting a campaign chairperson and vice chairperson. The commander also ensures the designation of a campaign administrator and, if required, a campaign executive committee. Depending on the size of the command, installation, or activity, the campaign executive committee may consist of chairpersons for communications, logistics, finance, training, and other areas.

#### **4-2. Campaign duties**

Clear assignment of duties for administration, general publicity, kickoff rallies, information meetings, special fund-raising events, and person-to-person solicitation is necessary to effectively conduct the campaign, supervisory follow-up, and progress reporting at each echelon of the campaign organization. Few or many individuals may share these duties depending on the size of the organization.

#### **4-3. The campaign chairperson**

The campaign chairperson is usually the command, installation, garrison, or activity commander. Their personal involvement is essential to the success of the campaign. The commander may select a vice chairperson to perform some of the chairperson's duties, which include—

*a.* Approving the command, installation, or activity goal.

*b.* Encouraging senior leadership, by example, to support and endorse the campaign. Campaigns are successful in direct proportion to the involvement of the commanders and senior leaders.

*c.* Appearing at the campaign kickoff or start-of-campaign rally and other campaign events to demonstrate personal support.

*d.* Endorsing the campaign by writing a letter or memorandum to all employees urging them to familiarize themselves with the participating voluntary agencies and their programs, and asking employee support for CFC.

*e.* Reviewing campaign progress regularly so that adjustments in strategy, if required, can be implemented.

*f.* Participating in a victory or recognition ceremony to conclude the campaign in a positive manner and build support for future campaigns.

#### **4-4. The campaign vice chairperson**

The campaign vice chairperson is selected by the commander and is usually a senior staff member. The vice chairperson assists the commander and works directly with the campaign administrator.

#### **4-5. The campaign administrator**

The campaign administrator, sometimes called the campaign manager, is the individual most familiar with the fundamentals and policies of CFC. The campaign administrator assumes the leadership duties for the campaign, bringing together the necessary resources to carry out the campaign. Duties typically include—

*a.* Developing objectives, themes, strategies, schedules, and so on in conjunction with the Principal Combined Fund Organization and the campaign executive committee.

*b.* Activating all levels of the command, installation, or activity campaign organization.

*c.* Conducting in-progress or status briefings for senior leadership.

*d.* Organizing a kickoff or start-of-campaign rally for campaign workers at the command, installation, or activity level before the start of the solicitation period.

*e.* Starting the campaign on time and remaining on schedule.

*f.* Administering the campaign records. The campaign requires the development and maintenance of certain records and rosters for financial accountability and campaign reporting purposes. Records should be maintained until the final audit is complete. Use of CFC records for any purpose other than campaign administration and fund accountability is strictly prohibited.

*g.* Identifying and resolving campaign difficulties.

*h.* Reporting the in-progress status and final results of the campaign to the campaign chairperson and Principal Combined Fund Organization or local CFC headquarters as required.

*i.* Analyzing and evaluating all aspects of the campaign to determine areas where the campaign was successful and

why, as well as areas that could improve. This analysis will provide a knowledge base and planning tool for the following year's campaign administrator.

#### **4-6. The communications chairperson**

The communications chairperson develops promotional strategy and provides motivation for giving by educating employees and running a commandwide, installationwide, or activitywide communications program. Duties may include—

- a.* Use of all command and public information channels available to inform employees about the campaign and the programs of participating voluntary agencies. These efforts may include, but are not limited to, bulletin board posters, magazines, periodicals, campaign films, and so on.
- b.* Planning for and designing special command, installation, or activitywide promotion materials as necessary.
- c.* Assisting in planning the kickoff or start-of-campaign rallies and other special events.
- d.* Planning and coordinating keyworker visits to participating CFC voluntary agencies.
- e.* Assisting in planning a victory or end-of-campaign recognition ceremony.
- f.* Publicizing or reporting campaign progress to employees.

#### **4-7. The logistical chairperson**

The logistical chairperson provides support to the executive committee. Typical duties include—

- a.* Distributing campaign supplies and materials.
- b.* Providing any equipment needed by executive committee members.
- c.* Assisting with the logistics for campaign events.
- d.* Arranging for courier or transportation services in support of the campaign.

#### **4-8. The training chairperson**

The training chairperson works with the Principal Combined Fund Organization to acquire current campaign information for training campaign workers. Duties include—

- a.* Developing the training program for all campaign workers to become familiar with CFC policies, materials, and administrative details involved in the campaign. Training will specifically emphasize the correct methods for noncoercive solicitation and the appropriate methods for processing confidential contributions.
- b.* Developing training schedules for people, facilities, and equipment.
- c.* Selecting and training the instructors and, if needed, conducting the training sessions for campaign workers before the start of the campaign.
- d.* Encouraging subordinate elements within the command, installation, or activity to schedule information meetings or rallies so that every employee is thoroughly briefed on the objectives, benefits, and needs of the programs CFC supports.

#### **4-9. The finance chairperson**

The finance chairperson designs the reporting systems to assist in the financial assessment of the campaign. Duties typically include—

- a.* Conducting systems analysis, in conjunction with the local Principal Combined Fund Organization, campaign administrator, and the campaign executive committee, to determine all required reports and reporting procedures.
- b.* Establishing a central CFC receipt office at the command, installation, or activity for the purpose of collecting and forwarding confidential or anonymous contributions.
- c.* Arranging for the tabulation of campaign information and for a weekly or regularly scheduled progress report from the campaign coordinator for each subordinate element.
- d.* Analyzing progress and providing regular feedback to the campaign administrator and the Principal Combined Fund Organization.
- e.* Preparing a final report that provides analysis of key measurements for the campaign administrator and as required by the Principal Combined Fund Organization. This final report also becomes a valuable tool for planning and goal setting during future campaigns.

#### **4-10. The campaign coordinator**

The campaign coordinator is the individual who is appointed to administer and conduct the campaign at the subordinate element or organization level. The duties of the coordinator are similar to that of the campaign administrator, except the area of obligation resides at the subordinate element or organization level. Depending on the size of the subordinate element or organization, one or more assistant coordinators may also be appointed, each managing three or more keyworkers. The coordinator's duties include, but are not limited to—

- a.* Developing a campaign schedule as a framework for organizing and scheduling events at the coordinator's level of the campaign.

- b.* Appointing keyworkers to solicit employees. One keyworker should be appointed for every 10 to 20 people in the organization. The individuals selected should be interested, able, and enthusiastic.
- c.* Working with the training chairperson to coordinate and schedule keyworker training or orientation sessions.
- d.* Assigning to each keyworker the area or employees to solicit.
- e.* Distributing campaign materials to keyworkers.
- f.* Ensuring that the President's message, the commander's or chairperson's letter or memorandum, and other CFC information literature are dispersed to every employee.
- g.* Assisting with logistics for special campaign meetings or events within the organization.
- h.* Monitoring the results of keyworker solicitations and making regular in-progress reports to the finance chairman or other designated campaign official.
- i.* Verifying the accuracy of each keyworker's report and ensuring that all monies and pledges are deposited or forwarded to the appropriate reception point.

#### **4-11. The campaign keyworker**

The campaign keyworker is the individual who actually solicits the employees of their organization for contributions to CFC. As the name implies, this individual is the key to the success or failure of the campaign. Keyworker duties include—

- a.* Attending scheduled training or orientation sessions and being familiar with all campaign procedures, materials, and literature. The keyworker must know and understand the fundamentals of noncoercive solicitation and how to appropriately process confidential contributions.
- b.* Attending the campaign kickoff for his or her organization.
- c.* Soliciting assigned employees, which includes giving each individual a pledge card, the brochure listing all participating voluntary agencies, and other CFC literature. Solicitations may be one-on-one or by group.
- d.* Following up on the solicitation to get the potential contributor's decision to give or not to give, if the decision is not given or indicated during the initial contact.
- e.* Collecting pledge cards from contributors; delivering the monies or pledges to the organization campaign coordinator, designated individual, or reception point; and reporting results to the coordinator.
- f.* Answering questions potential contributors may have about the campaign.

## **Chapter 5**

### **Authorized Combined Federal Campaign Fund-Raising Techniques**

#### **5-1. Fund-raising practices**

True voluntary giving is fundamental to DA fund-raising activities. All methods, techniques, and strategies used to enhance fund-raising will be practiced within the limits and the spirit of noncoercive, voluntary giving. This does not prohibit campaign practices established to provide a focus for team spirit, unity of purpose, and organizational pride. When those practices are applied with a noncoercive intent and manner, they can contribute materially to campaign success.

#### **5-2. Dollar goals**

Although not required, the establishment of a dollar goal for the command, installation, or activity can provide direction and motivation to a campaign as well as a measure of campaign progress. Goals can help campaign workers and employees focus on what can be accomplished in terms of helping others. When set, goals should be challenging yet achievable and should reflect the potential of the command, installation, or activity.

- a.* By apportioning the goal equitably among subordinate activities in the command, installation, or activity, each group shares responsibility in the team effort and has a mark for gauging its accomplishment.
- b.* The commander's judgment will ensure that subordinates keep the campaign focus on their civic and social responsibility to help others, while reminding them that goal attainment is only a method of measurement.

#### **5-3. Publicity**

The objective of publicity is to motivate support for CFC by educating employees through a well-planned and well-executed communications program.

- a.* Campaign promotional materials, such as the contributor brochure that lists participating voluntary agencies, videotapes, and films, will be developed locally under the direction of the Local Federal Coordinating Committee and will be printed and supplied by the Principal Combined Fund Organization. Other promotional items that may be available include balloons, posters, counter cards, lapel pins, and miscellaneous materials. The Principal Combined Fund Organization usually provides these items free of charge. Generous use of promotional materials is encouraged to keep the CFC image present during the campaign period.

*b.* Special events are helpful in promoting understanding of and support for the campaign. Examples of such events include campaign breakfasts, luncheons, public meetings, rallies, raffles (raffles must be designed in accordance with para 3-3 so that they are not gambling), bake sales, athletic events, or other events that feature speeches, addresses, and appearances by senior command leaders and prominent members of the local community.

*c.* Preparation and public display of bar graphs, thermometers, and other types of charts showing the in-progress status of the overall campaign, as well as campaign status for each subordinate activity of the command, installation, or activity, are permitted. When used as a method to promote team spirit, build organizational pride, and help employees focus on the accomplishment of the campaign, these types of visual displays are not coercive, but are positive measures contributing to the success of the campaign.

*d.* Tours to voluntary agencies participating in CFC can help campaign workers understand the necessity for a fund drive. The value of seeing what is accomplished by the monies collected is an effective way to personalize CFC-supported programs and motivate campaign workers.

*e.* Publicizing examples of the work performed by voluntary agencies helps to humanize the campaign. However, a promotion that emphasizes one voluntary agency or group of agencies over others is prohibited. All voluntary agencies and federations participating in CFC will be promoted equally.

(1) It is prohibited to distribute to campaign workers or employees brochures or other promotional literature from individual voluntary agencies or federations when the literature does not represent all of the agencies and federations participating in CFC. These materials may, however, be made available or displayed in personnel offices, health facilities, and other areas where such literature is usually found. No special effort will be undertaken to display these materials when sufficient space or display facilities are not available.

(2) Involvement in CFC kickoff events or rallies by officials or members of participating voluntary organizations is permitted. However, it must be made clear to the speaker before his or her appearance that remarks must portray the good works of all CFC organizations, not just the speaker's own group. This limitation does not prohibit a speaker from using examples of the services performed by the speaker's organization as representing the types of work CFC supports.

#### **5-4. Awards**

It is important to recognize the accomplishments of the campaign and thank the individuals who ran the campaign. Recognition of these efforts provides a positive conclusion to the campaign. Presentation of awards to the command, installation, or activity or to elements within the command, as well as awards to individual campaign workers for outstanding service to the campaign, are permitted within the following guidelines:

*a.* Awards to the command or elements of the command for achieving assigned goals, attaining specific categories of giving, or attaining specific levels of giving combined with achieving specific levels of participation will be created or initiated by the Principal Combined Fund Organization or Local Federal Coordinating Committee, who will establish criteria for these awards. The Army will not initiate or create awards for these categories of recognition. However, this regulation does not prohibit higher headquarters from endorsing such awards.

*b.* Awards to individuals are permitted to recognize exceptional performance to the campaign. These awards include certificates of appreciation or achievement, and letters of appreciation or commendation.

*c.* Only awards created by the Principal Combined Fund Organization or Local Federal Coordinating Committee will be given to individuals for contributions keyed to percent of salary. These non-Army awards may be in the form of pins, certificates, or other types of honorary recognition. These awards will not be of more than nominal value. It is the commander's choice to endorse or present these types of awards.

*d.* Awards to Army organizations or campaign workers by individual voluntary agencies or federations for CFC accomplishments are prohibited.

## **Appendix A References**

### **Section I Required Publications**

This section contains no entries.

### **Section II Related Publications**

A related publication is a source of additional information. The user does not have to read it to understand this publication.

#### **AR 165-1**

Chaplain Activities in the United States Army

#### **AR 210-22**

Private Organizations on Department of the Army Installations

#### **AR 215-1**

Military Morale, Welfare, and Recreational Activities and Nonappropriated Fund Instrumentalities

#### **AR 600-20**

Army Command Policy

#### **AR 608-1**

Army Community Service Center

#### **AR 870-20**

Army Museums, Historical Artifacts, and Art

#### **AR 930-4**

Army Emergency Relief

#### **DOD 5500.7-R**

Joint Ethics Regulation (JER) (Available at [http://www.dtic.mil/whs/directives/.](http://www.dtic.mil/whs/directives/))

#### **DODI 5035.01**

Combined Federal Campaign (CFC) Fund-Raising Within the Department of Defense (Available at [http://www.dtic.mil/whs/directives/.](http://www.dtic.mil/whs/directives/))

#### **DODI 5035.05**

DOD Combined Federal Campaign – Overseas (CFC-O) (Available at [http://www.dtic.mil/whs/directives/.](http://www.dtic.mil/whs/directives/))

#### **5 CFR 735.201**

What are the restrictions on gambling? (Available at [http://www.gpoaccess.gov.](http://www.gpoaccess.gov/))

#### **5 CFR 950**

Solicitation of Federal Civilian and Uniformed Service Personnel for Contributions to Private Voluntary Organizations (Available at [http://www.gpoaccess.gov.](http://www.gpoaccess.gov/))

#### **5 CFR 2635.808**

Fundraising activities (Available at [http://www.gpoaccess.gov.](http://www.gpoaccess.gov/))

#### **32 CFR 234**

Conduct on the Pentagon Reservation (Available at [http://www.gpoaccess.gov.](http://www.gpoaccess.gov/))

#### **41 CFR 101-20**

Management of Buildings and Grounds (Available at [http://www.gpoaccess.gov.](http://www.gpoaccess.gov/))

**41 CFR 102–74.410**

Soliciting, vending and debt collection (Available at <http://www.gpoaccess.gov>.)

**PL 100–202**

Treasury, Postal Service, and General Government Appropriations Act of 1988 (Available at <http://thomas.loc.gov>.)

**EO 12353**

Executive Order: Charitable fund-raising (Available at <http://www.archives.gov>.)

**EO 12404**

Executive Order: Charitable fund-raising (Available at <http://www.archives.gov>.)

**18 USC 1301 through 18 USC 1307**

Lotteries (Available at <http://www.gpoaccess.gov>.)

**DAEOgram 8/25/1993**

Fund-raising Activities (Available at [http://www.usoge.gov/ethics\\_guidance/daeograms/dgr\\_files/1993/DO93024.aspx](http://www.usoge.gov/ethics_guidance/daeograms/dgr_files/1993/DO93024.aspx).)

**DAEOgram 3/22/1994**

Fund-raising Activities (Available at [http://www.usoge.gov/ethics\\_guidance/daeograms/dgr\\_files/1994/DO94013.aspx](http://www.usoge.gov/ethics_guidance/daeograms/dgr_files/1994/DO94013.aspx).)

**Section III**

**Prescribed Forms**

This section contains no entries.

**Section IV**

**Referenced Forms**

DA Forms are available on the Army Publishing Directorate Web site at <http://www.apd.army.mil>.

**DA Form 11–2**

Internal Control Evaluation Certification

**DA Form 2028**

Recommended Changes to Publications and Blank Forms

## **Appendix B Management Control Evaluation Checklist**

### **B-1. Function**

The function covered by this checklist is the administration of Army fund-raising.

### **B-2. Purpose**

The purpose of this checklist is to assist Headquarters, Department of the Army; field operating agencies; Army Commands; and installations in evaluating the key management controls outlined in paragraph B-4. This checklist is not intended to cover all controls.

### **B-3. Instructions**

Answers must be based on the actual testing of management controls (such as document analysis, direct observation, sampling, and simulation). Answers that indicate deficiencies must be explained and corrective action indicated in supporting documentation. These key management controls must be formally evaluated at least once every 5 years. Certification that this evaluation has been conducted must be accomplished on DA Form 11-2 (Internal Control Evaluation Certification).

### **B-4. Test questions**

- (1) Did each organization have a campaign management team (chairperson, vice chairperson, campaign coordinator, team captains, and keyworkers) to conduct the fund-raising campaign?
- (2) Were the chairperson and vice chairperson briefed on their roles and responsibilities?
- (3) Was training provided for the campaign manager, team captains, and keyworkers?
- (4) Was there a timely distribution of campaign materials?
- (5) Was there an approved method for collecting contributions?
- (6) Were the appropriate copies of the pledge forms turned in to the correct location on a weekly basis?
- (7) Was a checks and balances system in place to ensure proper handling of contributions?
- (8) Were the approved forms completed for turning in contributions to the designated drop-off facility?
- (9) Was a weekly report of contributions collected, prepared, and submitted?
- (10) Did each account balance with the higher headquarters weekly audit report?

## **Glossary**

### **Section I Abbreviations**

#### **AER**

Army Emergency Relief

#### **AR**

Army regulation

#### **CFC**

Combined Federal Campaign

#### **CFC-O**

Combined Federal Campaign-Overseas

#### **CFR**

Code of Federal Regulations

#### **DA**

Department of the Army

#### **DOD**

Department of Defense

#### **DODI**

Department of Defense instruction

#### **EO**

Executive Order

#### **OPM**

U.S. Office of Personnel Management

#### **PL**

Public Law

### **Section II Terms**

#### **Combined Federal Campaign**

The charitable fund-raising program established and administered by the Director, OPM pursuant to EO 12353 as amended by EO 12404.

#### **Federations**

A group or combination of voluntary agencies combined into a federation for the purpose of participating in CFC. National federations consist of agencies such as the United Way of America, International Services Agencies, and the American Red Cross. Local federations may consist of 15 or more local voluntary agencies.

#### **Fund-raising**

Any activity conducted for the purpose of collecting money, goods, or a non-Federal fund support for the benefit of others.

#### **Local Federal Coordinating Committee**

The group of Federal officials designated by the Director, OPM to conduct CFC in a particular community. The head of the local federation installation with the largest number of employees is tasked with organizing the Local Federal Coordinating Committee and ensuring that it carries out its responsibilities in accordance with 5 CFR 950.



**On-the-job fund-raising**

Fund-raising targeting Federal employees and members of the uniformed Services at their places of employment or duty station during working hours.

**Payroll withholding**

A single allotment (or pledged contribution) that is apportioned into equal amounts for deduction each pay period during the year. Payroll withholdings are also called payroll deductions and payroll allotments. Payroll withholdings for AER may be designated for a period of 3 to 12 months. CFC payroll withholdings are for a term of 1 year, starting with the first pay period in January and ending with the last pay period in December.

**Principal Combined Fund Organization**

The federated group or combination of groups, or an individual voluntary agency selected by the Local Federal Coordinating Committees, to administer the local CFC under the direction and control of the Local Federal Coordinating Committee and the Director, OPM.

**Undesignated funds**

The CFC contributions the contributor has not designated to be given to a specific voluntary agency or federated group. Undesignated funds are distributed according to a formula approved by the Director, OPM and publicized before the campaign.

**Voluntary agency**

An agency that is a private, nonprofit, philanthropic, human health, or welfare organization that participates in CFC.

**Section III****Special Abbreviations and Terms**

This section contains no entries.

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