

2009
CAMPAIGN MANAGER'S GUIDE

Combined Federal Campaign of the National Capital Area
www.cfcnca.org

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Introduction

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

In the midst of stressful economic times, the response of Federal employees like you to the CFC campaign last year clearly demonstrates the public spirit of the Federal workforce. Now, we face another year marked by economic turmoil – that means increased health and human service needs for people in our neighborhoods, our nation and our global village.

The CFC enables Federal employees to improve the quality of people's lives locally, nationally and internationally. The organizations that receive funding through the CFC help abused and neglected children, feed the hungry, search for cures to diseases, preserve our natural resources and reach out to make an impact for good in countless other ways. Federal employees enjoy three specific benefits when they decide to participate in the CFC.

- 1. Making a donation is an easy process.** Employees can contribute by payroll deduction, check, cash – and new for 2009, credit card or debit transaction. By signing up for payroll deduction, Federal workers choose to have a reasonable, affordable amount withheld from each paycheck that will, over a year's time, make a substantial contribution to their favorite charities.
- 2. Each employee chooses the organizations that will receive his or her contributions.** Employees designate their gifts to the charities that are important to them. A comprehensive list of participating organizations is available online at www.cfcnca.org or in the printed 2009 Catalog of Caring. More than 4,000 local, national and international charities that meet the high standards of accountability and other requirements set by the U.S. Office of Personnel Management (OPM) are eligible to receive contributions.
- 3. Federal employees make it happen.** Every year hundreds of Federal employees volunteer to coordinate and plan the CFC in their workplaces, bringing co-workers together to have fun while making a difference in their communities.

The CFCNCA provides our Campaign Managers with a Loaned Executive (LE) to assist you in coordinating your campaign. Your LE is a Federal government employee who works full-time for the CFC during the campaign.

Together with the CFCNCA staff, your LE will help you plan, organize and conduct your campaign. You will play a vital role in all aspects of the 2009 campaign from generating pledges to financial stewardship to introducing innovation:

- **Resource Development:** As Campaign Manager, we ask you to set an aggressive goal for your Federal department or agency and then implement a campaign that meets or exceeds that goal. Your success is critical if our community is going to meet the \$64 million goal established by the Local Federal Coordinating Committee.
- **Financial Stewardship:** In addition, you will be responsible for properly accounting for and protecting the contributions and personal information shared by employees in your agency until custody of those pledges and gifts has been passed onto CFCNCA.
- **Innovation:** You will notice key improvements and changes to the 2009 campaign that will increase efficiency and effectiveness while lowering costs. These changes have been

introduced to 1) save money during tough economic times; 2) respond to donor demands; and 3) reduce paper and ease the environmental impact of the campaign.

- **New ways to pay pledges:** With the approval of the Office of Personnel Management and the Local Federal Coordinating Committee, CFCNCA is introducing a new program in 2009 for electronic payment of pledges. In addition to payroll deduction, check or cash, donors now can choose to use the simple paperless e-Pledge option of giving by credit card or debit transaction. This e-Giving tool is available at www.cfcnca.org.
- **New distribution strategy for the 2009 Catalog of Caring:** We want donors to visit www.cfcnca.org as the first step in the giving process to research and select charities using our easy online searchable database. The printed catalog should be distributed to donors only upon request. A limited number of printed catalogs will be distributed to you based on the number of donors your department had last year. We encourage donors to share the catalogs with their colleagues rather than tossing them into a recycle bin.
- **New lower-cost marketing tools:** We are introducing new communications tools and moving others online. Chief among these are a series of new Campaign Cards that Keyworkers can use in lieu of the printed catalog to deliver key messages and ask donors to participate. To access all of our campaign resources, go to www.cfcnca.org.
- **New volunteer registration process:** Be sure to complete the new online volunteer registration process at www.cfcnca.org. This will enable us to keep in touch with you throughout the campaign to share the latest news and resources and to collect feedback about the campaign. At the end of the campaign, CFCNCA will invite all registered volunteers to give us suggestions for the future as well.
- **New way to collect donor feedback:** CFCNCA added a checkbox to the Pledge Form, labeled "Count Me In." This way, we can follow up with donors in an effort to gather valuable feedback so that we can continually make improvements to the campaign.

All of these improvements join the innovations from prior years that have become valuable campaign tools such as the MANAGE™ system, the Online Charity Search, and more.

We have prepared this Campaign Manager's Guide to help you develop an efficient organizational structure and conduct a successful campaign in your agency. Along with the information and resources provided on our website at www.cfcnca.org and the official Office of Personnel Management CFC website at www.opm.gov/cfc, this Guide will help you plan and implement the campaign. Remember, the CFCNCA staff and your LE also are ready to assist you.

You can reach the CFCNCA staff at:

Combined Federal Campaign of the National Capital Area
750 17th Street, NW, Suite 200
Washington, DC 20006
(202) 465-7200 (telephone)
(202) 465-7545 (fax)

During the campaign, you also can call the CFCNCA Helpline at (202) 465-7230. Assistance is available from 9:00 a.m. to 5:00 p.m., Monday through Friday.

Basic Facts

What is the CFC?

The Combined Federal Campaign (CFC) is the annual workplace fundraising drive conducted by Federal employees each fall. More than 240 independent geographic campaigns make up the CFC.

CFC's Mission

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

Background

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

National Campaign Oversight

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

Local Federal Coordinating Committee (LFCC)

The regulatory oversight of the campaign rests with the Local Federal Coordinating Committee as established in 5 CFR Part 950. The LFCC is responsible for supervising the appointed campaign administrator, called the Principal Combined Fund Organization (PCFO), and assuring campaign accountability. The PCFO administers the local campaign and acts as fiscal agent under the direction and control of the LFCC and the Director. OPM sets strict requirements for this role. Annual audits are required of the PCFO by an independent CPA. Since 2003, the LFCC has named Global Impact, a federation of U.S.-based international charities, as the campaign administrator for CFCNCA.

CFCNCA Headquarters and Staff

Headquarters for CFCNCA are at 750 17th Street, NW, Suite 200, Washington, DC 20006. The campaign staff includes 15 full-time employees and more than 40 Loaned Executives assigned to CFC from their home agencies from August through January.

CFCNCA staff members are responsible for developing and sharing all of the campaign tools and resources and leading, facilitating, and motivating the team of Loaned Executives. Staff members also oversee a portfolio of approximately 20 to 30 Federal agencies each. They conduct initial meetings, monitor campaign progress and provide advice and guidance.

Loaned Executives (LEs)

Loaned Executives are Federal employee volunteers who work with the CFCNCA staff for approximately six months. LEs participate in an intensive two-week training session and then are assigned to an Associate Director. Each LE trains and motivates campaign volunteers and monitors the campaign in their assigned agency.

Key Campaign Dates

CFC regulations allow official CFC solicitation to begin on September 1, 2009. The campaign solicitation *must* conclude on December 15, 2009. CFCNCA sponsors three events connected with the campaign.

CFCNCA Leadership Conference	September 3, 2009	Grand Hyatt
Mid-Campaign Report Luncheon	November 19, 2009	Grand Hyatt
Campaign Celebration & Contest Awards	February 23, 2010	Grand Hyatt

Local Campaign Facts

- CFCNCA is the largest of the 240 geographic campaigns, raising **more than \$62.7 million** in 2008.
- The Federal government employs more than **349,000 military, civilian and postal workers** in the National Capital Area.
- Of those employees, nearly **150,000** people gave to their favorite charities through CFCNCA last year. This **42.3 percent participation rate** exceeds the national average of 28.1 percent.
- In 2008, eight percent of the total funds raised were used to manage the campaign. This **ratio is lower than the average CFC fundraising costs** nationwide of 10.5 percent and well below both the CFC-regulated and prevailing industry standard of 35 percent.
- Giving through the CFC **reduces administrative overhead costs** associated with soliciting and collecting donations. It also provides charitable organizations with a percentage of the undesignated contributions to the campaign. The e-Giving tools reduce administrative costs and increase efficiencies even further.
- Over the last five years, Federal employees and military personnel in the National Capital Area have contributed over **\$250 million** through the CFC to thousands of worthy charities.
- The 2009 CFCNCA campaign goal is **\$64 million. We can achieve this goal only with your help.**

Organizing Your Campaign Leadership

Our experience shows that the most successful campaigns are those that are well organized. The more time you allow to prepare your agency and its campaign strategy, the greater the chance for a successful, rewarding and enjoyable campaign. The process allows more employees to become interested and participate; creates enthusiasm, publicity and fun; and spreads out the workload. Preparation also allows volunteers to engage more fully and feel that they are a part of something bigger than themselves.

To carry out all the various functions and responsibilities for the campaign, you will need to recruit a CFC Steering Committee of volunteers. Smaller agencies may not require as many volunteers as mid-size or larger agencies. In some agencies, one person can wear several different CFC hats, while larger agencies may require a person for each specific function such as Finance, Special Events and Communications. It is important to obtain management support early on and continue to build it throughout the campaign.

Typically, senior roles in the campaign include:

- **The Campaign Chair** is the head of the agency or department and supports the campaign by participating in special events, approving a campaign goal and providing the resources necessary to run an effective campaign.
- **The Campaign Vice Chair** is a senior staff member appointed by the Campaign Chair to help make decisions, secure the support of the entire senior management team and participate in campaign events.
- **The Campaign Manager**, selected by the Campaign Vice Chair, is responsible for coordinating the campaign, leading the campaign committee and informing senior management of campaign progress. The Campaign Manager is the everyday, hands-on person and serves as the main link between the agency or department, the Loaned Executive and the CFCNCA staff.

On page 30 is a sample campaign organizational chart to consider for your agency. It will help you identify the kind of talent you need to recruit for your campaign.

Successful Campaign Planning

A. Connect with CFCNCA

Meet with your CFCNCA Associate Director and/or your Loaned Executive to review last year's results, plan your campaign and develop ideas for an effective campaign. A CFCNCA staff member or your LE also can help you become familiar with all aspects of the CFC, its resources and how to use them. They will show you how to take advantage of campaign resources and e-Giving and campaign management tools.

B. Assess your agency's resources and structure

Review your agency's organizational structure, the physical locations of all office sites and the number of full-time employees in each office. The personnel, budget or finance office can provide you with this data. It is important to know the total number of employees in your agency to help you determine your agency's goals, need for supplies and the number of Keyworkers required to conduct your campaign.

Obtain the Reporting Unit Numbers that have been assigned to your organization from your LE or CFCNCA staff member. Only CFCNCA may assign Reporting Unit Numbers. In most cases, Reporting Unit Numbers will not change from year to year, unless there have been changes to the structure of your organization.

Meet with your Campaign Chair and Vice Chair to ensure that they are involved and committed to the campaign. Always keep the leadership informed on all aspects of the campaign. Ask them to participate in campaign activities, solicit senior management for support and send a letter of endorsement to all employees. The Vice Chair should forward a memorandum to the senior staff announcing your role as Campaign Manager and calling for Keyworkers and other volunteers.

C. Recruit help

Select your campaign committee. Set a realistic timetable and hold regular committee meetings. These committee members must recruit volunteers, provide leadership and be committed to the CFC. Try to include former Campaign Managers, former agency LEs and, if possible, next year's Campaign Manager on your committee. This broad participation will build continuity and ultimately ensure greater success for the CFC in your agency. Remember to obtain prior approval for participation from the supervisor of each potential committee member.

Organize the team that will coordinate the solicitation process including recruiting, training and managing Keyworkers and Coordinators. The functions and responsibilities of each of these volunteers are detailed in the following sections of this Guide. Train your Keyworkers prior to the campaign kickoff. Your LE can help you plan and deliver the necessary training. In addition to one-on-one employee solicitations, group solicitations allow you to address large numbers of people at once. This form of solicitation is helpful for Keyworkers who may be timid about approaching others to give.

D. Make a plan

Determine campaign dates, schedule important events and organize the communications strategy. This includes planning Keyworker training, a kickoff rally, group meetings, charity visits, charity fairs, mid-campaign activities, volunteer appreciation events and an awards ceremony. Work with your LE to determine quantities and order your supplies early. (See page 25 for more information on supplies.) Decide where your supplies will be stored and how they will be distributed. (For more information on logistics planning, see page 19.)

Pay close attention to the campaign regulatory dates. Your solicitation period must be completed by **December 15, 2009**. As you plan the campaign, consider incorporating incentives and drawings to motivate employees to turn in pledges early.

E. Market the campaign and report results

Plan a strategy for soliciting, educating and motivating every employee in your agency. Help employees understand the advantages of giving through the CFC. Educate and motivate them by using marketing and communications materials, displays and the CFC video. Continually publicize your campaign by marketing it in meaningful ways. Hold charity fairs, develop a CFC page for your agency's Intranet site, coordinate employee visits to local charities and arrange other promotional events. Work through your LE and the CFC Charity Outreach Program to invite charities to visit your agency and present how they use CFC contributions to benefit others.

Each week, use the MANAGE system, our online reporting system at **www.cfcnca.org**, to report your results to CFCNCA. Also keep your assigned LE informed of ongoing progress. Tracking your results will help you recognize and address any possible problem areas that may arise. Remember also to report on campaign progress regularly to your senior management and colleagues.

F. Close it out, celebrate and say “thank you”

Consolidate the data and information on the results of your campaign. Prepare a final report and gather all campaign information to pass on to next year's Campaign Manager. Provide your comments and feedback to CFCNCA so that we can continually improve the campaign each year.

Make sure to order all CFC awards and certificates in plenty of time for your awards ceremony. Many people will play important roles in the success of your agency's CFC. Above all, show your appreciation to volunteers and donors by thanking them for all they do.

Communications and Marketing

Communications activities are the “voice” of your campaign. To focus employees’ attention on all aspects of the CFC, develop a communications strategy that uses all of your agency’s available media resources. Activities should educate employees about the importance of the campaign, its time frame, related campaign events, how and why to give and where to go for information.

Key Functions and Responsibilities

A. Develop the agency’s marketing strategy

Determine the type of leadership/management communications needed and at what point during the campaign they will be distributed.

Leverage all the various CFCNCA materials available to order and/or to download from www.cfcnca.org. (See CFC Supplies on page 25.) Decide whether your agency will want to produce its own posters, flyers and displays in addition to these materials. Involve your graphics department in developing additional materials. Always display the official 2009 CFCNCA theme (“The Compassion of Individuals. The Power of Community.”) prominently in your own promotional materials. Plan strategic locations to display these materials and confirm whether approval is required prior to posting them.

Plan special events such as charity fairs, ice cream socials, community service days, silent auctions, chili cookoffs, talent shows or kickoff celebrations to raise awareness about the CFC. Appoint a coordinator for each event.

B. Promote the campaign online

Use your agency’s Intranet and e-newsletters to publicize the campaign. Develop a special CFC section on your site with benefits of giving, a campaign calendar, photos of your campaign activities, progress towards your goal and more. Visit the CFCNCA website at www.cfcnca.org for ideas and information.

C. Assist employees in learning about charities firsthand

One of the most effective ways to motivate someone to give is to connect them directly with organizations that are making a difference. Through the CFCNCA Charity Outreach Program, your LE will help you schedule employee visits to various charitable organizations. Employees must obtain approval from their supervisors to participate in the event. Include transportation in your planning, and have CFC materials available to distribute to participants.

If a visit to a charity is not possible, work with your LE to plan an onsite charity fair. Select a date that is convenient for most employees and a location large enough to accommodate a minimum of ten charity displays. Build promotion for the charity fair into your communications strategy. Go to www.cfcnca.org to see event photos of other agency charity fairs.

D. Host appreciation and recognition events

Be sure to thank all contributors and volunteers using the CFCNCA Thank You Card and “I Give to CFC” volunteer buttons and donor stickers. Also distribute letters of thanks from the Campaign Chair and CFC certificates of appreciation to Keyworkers and other volunteers. (See page 27 for a list of awards available.) Hold a recognition reception for volunteers and all Eagle/Double Eagle Award donors. Some donors and volunteers may prefer to remain anonymous, so confirm that they are willing to participate in any public event.

E. Enter the CFCNCA Communications Contest

Each year, the CFC holds a communications contest in a variety of categories such as Best Website, Best Photography, Best Campaign Writing, Best Special Event and more. Discuss the contest entry details with your LE. Visit www.cfcnca.org for a list of the categories for this year.

F. Make the campaign fun

Campaign planning and events are a great opportunity to build employee morale and teamwork skills. Having fun involves more people in the campaign, means less work for everyone, increases contributions and helps you reach your fundraising goal more easily.

In our experience, however, campaigns should not hold raffles and bake sales too early in the campaign season. Some employees may participate only in the raffle or bake sale and feel their participation is complete. These events, if held early in the campaign, could hinder a more substantial contribution or payroll deduction pledge. We recommend that these activities occur in the last third of the campaign.

Analyzing and Tracking Your Campaign

In addition to promoting your campaign, there are important steps to take to track and report the campaign's progress.

Key Functions and Responsibilities

A. Analyze previous campaigns

Review historical data from your agency's CFC records to determine campaign strengths and areas for possible improvement. Be sure to ask CFCNCA for your organization's final audited results. Many factors such as employee retirements, transfers and requests to change payroll allotments can cause a difference between preliminary reports from last year's campaign team about what was raised and the actual final audited results.

B. Set the agency goal

Use records of past CFC campaign components within your agency to identify previous trends. For example, have contributions increased, and if so, by how much? Is there potential for increased giving? Use this information to help determine goals for each agency division and the overall campaign goal. Your assigned LE or CFCNCA staff member will meet with you at the beginning of the campaign to help set your agency goal.

C. Set up a reporting system for pledges

Understand the volunteer structure of your campaign and set up an easy method for campaign status reporting. Refer to the Soliciting section on page 20 to ensure accuracy of the number of components and employees.

D. Announce a running total of pledges during the campaign

As employees work to reach the established goal, they appreciate frequent updates on the progress of the campaign. Keep your agency divisions informed about the number of pledges made and amount of money raised. Also, educate your employees about the pledges they need in order to qualify for different awards. (See the Awards section on page 27 for details.)

E. Submit contributions to CFC

As a Campaign Manager, one of the most important responsibilities you have is to oversee the delivery the Deposit Bags to the drop-off location as promptly as possible. We must process donor checks and deliver yellow copies of the Pledge Forms to agency payroll departments quickly and accurately. The "Processing the Pledges" section of the 2009 Volunteer Handbook contains detailed instructions for your Keyworkers and Coordinators to follow and directions on completing the online report form that is submitted with the Deposit Bag. Make sure you recruit enough volunteers to make these deposits on a weekly basis at a minimum.

F. Keep CFCNCA informed

Each week, report your campaign's collection activities to CFCNCA through our online MANAGE system available at www.cfcnca.org or <https://manage.cfcnca.org>. CFCNCA tracks contributions of each agency throughout the campaign and makes public progress reports periodically during the campaign.

G. Monitor overdue open deposits

Check the list of open deposits in the online MANAGE system every week. (See page 15 for more information on MANAGE.) Follow up on deposits that have been open for more than ten days with the appropriate contact persons to find out when they delivered the Deposits Bags to the drop-off locations. As an added safeguard, you will be notified when a Deposit Bag has been

open more than 17 days. In addition, your Vice Chair will be notified when a Deposit Bag has been open more than 24 days, and your Inspector General Office will be notified when a Deposit bag has been open more than 30 days.

H. Handling of misrouted yellow Pledge Forms for confidential gift payroll donations

CFCNCA will return any yellow Pledge Forms that were inadvertently submitted in the Pledge Form Carriers (Form 100). In addition, you will be sent the yellow Pledge Forms for any confidential gift payroll donations submitted. Direct these forms to the appropriate payroll offices as soon as you receive them. You will receive all forms of this type in Pledge Form Return Packages (Form 400).

Note: If donors authorize CFC to release their contact information and contribution amount to the designated charities, CFCNCA forwards this information to unaffiliated organizations and federations on March 15, 2010, or the due date set out in the regulations. Federations then share this information with their member organizations. CFCNCA will send first distributions to the unaffiliated organizations and federations on April 1, 2010. The federations are responsible for distributing the funds to their member organizations.

I. Accepting pledges from outside of the CFCNCA geographic area

Please do *not* solicit pledges from outside the CFCNCA area. Federal agencies that attempt to conduct a national campaign for their employees and have all employees participate in the CFCNCA are in violation of rules governing the campaign. CFC regulation 5 CFR § 950.103(h) states, “A Federal employee may participate in a particular CFC only if that employee’s official duty station is located within the geographic boundaries of that CFC.” Each Federal employee may determine his or her appropriate CFC by visiting www.opm.gov/cfc/Search/Locator.asp and selecting the state where their official duty station is located.

CFCNCA is the home campaign only for employees located in the Washington, DC metropolitan area. This includes the following jurisdictions: Prince George’s, Montgomery, Calvert and Charles counties in Maryland; and Arlington, Fairfax, Loudoun, and Prince William counties in Virginia. (Virginia counties also include all separately incorporated cities within the counties.) There is only one exception to this rule. According to CFC regulation 5 CFR G § 950.701(c), Federal civilian agencies with overseas personnel may elect to have employees participate in the National Capital Area campaign.

Each local campaign has participating charitable organizations that are national and international, but also includes local charitable organizations that in most cases operate exclusively within that campaign’s geographic area. Conducting national and regional campaigns may unintentionally cause a loss of funding to these local charitable organizations.

In addition, each local campaign plans and budgets for the CFC based on the number of Federal employees within their geographic boundaries. This includes, for example, determining printing costs and quantities for catalogs, pledge forms, awards and other marketing materials. If contributors are allowed to participate outside their local campaign, departments and agencies unintentionally interfere with the CFC’s ability to plan and budget.

J. Handling pledges from members of the military assigned to executive departments

Many members of the military (Army, Navy, Air Force or Marines) are not connected to a base, office or agency within their service. These soldiers, sailors, airmen, and marines may be assigned to the White House, Department of Commerce, Department of Energy, Congress or other government locations. Their payroll is processed at a different location from other employees at that agency. These locations cannot debit military accounts.

When a member of the Armed Forces not assigned to a Department of Defense agency makes a pledge to the Combined Federal Campaign, it is imperative that the Campaign Manager in the civilian agency send the yellow copy of the Pledge Form to the proper payroll office. Efficient handling of these pledges will ensure that payroll deduction begins with the first pay period of the year.

Follow these required steps:

- 1) Have military members specify their service branch on the Pledge Form near the payroll office location.
- 2) Process the white copy of the pledge as you would other white copies.
- 3) Send the yellow copy only to the appropriate location listed below.

Army

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

Navy

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

Air Force

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

Marines

Active Duty Marine Corps Payroll
ATTN: CONAD Henderson Hall
Bldg 29, Room 205
HQBN - MCNCRC
1555 Southgate Road
Arlington, VA 22214

Coast Guard

Gifts from the U.S. Coast Guard personnel should be forwarded to the Department of Homeland Security and **not** to the Pentagon or any of the addresses above.

K. Handling direct payments to charities

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

If a donor does not want to make a payment to CFCNCA, Keyworkers should be trained to explain how the CFCNCA benefits charities. If the donor still prefers to make a direct payment, instruct them to forward their check directly to the charity of their choice.

MANAGE™

CFCNCA's MANAGE software system integrates the pledge deposit information. Campaign Managers can track their progress, order supplies and awards and prepare reports using MANAGE. The system provides users with access control that parallels their role in the campaign. You can access MANAGE at www.cfcnca.org or <https://manage.cfcnca.org>.

Key Functions and Responsibilities

- A. As a Campaign Manager, you are able to view all of the CFC data for your agency. You will design your campaign structure, determine your agency units and confirm the Full-Time Equivalent (FTE) positions within those units. An accurate count of FTEs is essential to determine the number of Keyworkers and potential donors, as well as participation ratios at the end of the campaign. (The recommended ratio of Keyworkers to employees is 1:10.)
- B. Appoint two or more finance persons to enter pledge deposits into MANAGE. These persons also will be able to view all the CFC data for your agency. A complete guide to using MANAGE can be downloaded from <https://manage.cfcnca.org> by clicking on the User Manual on the first page.
- C. You also can create User Accounts for Coordinators and Keyworkers to allow more than one person to input pledge deposit information. The additional users will have access only to their units.
- D. Schedule Charity Outreach Events via MANAGE.
- E. Order Supplies and Awards via MANAGE.

Organized Labor Involvement

Encourage the participation and support of union leadership and members in the campaign.

Key Functions and Responsibilities

- A. Obtain the support and written endorsement of your unions. Forward any union endorsements to CFCNCA, so they can be posted on the website.
- B. Formulate campaign strategies that are responsive to labor's concerns.
- C. Speak at group meetings where union members are present.
- D. Invite union participation at your weekly campaign meetings.
- E. Invite union participation in kickoff and victory celebrations.

Charity Outreach

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

Charity Outreach Program Guidelines Agreement For Participating Charities

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

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

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

Special Events

Special events help make the campaign fun and exciting. Most campaigns have at least three special events: a kickoff, an awareness activity during the campaign and a closing ceremony to thank campaign volunteers and donors and to celebrate campaign success. When resources permit, have one person responsible for organizing your special events. As noted previously, schedule events such as raffles and bake sales later in the campaign so donations at these events do not become a substitute for a more substantial commitment by employees.

Key Functions and Responsibilities

- A. Determine the number of events and the dates at the beginning of your campaign planning process. If you have multiple units in your agency, set up a campaign team calendar to prevent overlapping.
- B. Involve your campaign leadership and agency leadership. Get your events on their calendar as early in the planning process as possible.
- C. Become familiar with the locations where you will be holding the events. Know how many people each location can accommodate. Provide the CFCNCA Charity Outreach Coordinator with complete security process information for the charity representatives.
- D. Discuss the types of events you want to have with campaign leadership and your Loaned Executive. Go to www.cfcnca.org for event ideas and photos.
- E. Be sure that all activities meet the Standards of Ethical Conduct for Employees of the Executive Branch.
- F. Process any checks and/or cash collected as a result of these events.
 - 1. Fill in the line on the Keyworker's Summary (Form 100) earmarked for any proceeds received from special events.
 - 2. Complete Special Events Proceeds Form (Form 150), available for download from MANAGE or the CFCNCA website, and have it signed by two responsible employees.
 - 3. Insert the signed copy of Special Events Proceeds Form into the Pledge Form Carrier clipped to the event funds. The other copy should be retained for your records.
 - 4. Complete the line item in the online Form 200 in MANAGE to account for donations.
 - 5. Include this amount on the "Total Special Event Proceeds" line on the Deposit Bag.
- G. The Special Events Proceeds Form should not be used to account for Pledge Form donations.
- H. Contact the CFCNCA Charity Outreach Coordinator to plan your charity fairs and charity speakers. You also can ask your Loaned Executive to assist in scheduling a charity speaker. If you have a personal contact with a particular charity, please make CFCNCA aware that you are inviting the charity to your event so we can ensure equal opportunities for all charities.

Logistics

Careful attention to logistics ensures that you have the support services necessary for a smoothly run campaign. The person in charge of logistics must coordinate with the CFC committee for ordering supplies and equipment for special events, acquisition of storage space and distribution of supplies. (See page 25 for a complete list of CFC supplies).

Key Functions and Responsibilities

- A. Determine logistics needs from members of your campaign committee.
- B. Determine the storage room location and a schedule for distribution of CFC supplies to Coordinators and Keyworkers.
- C. Develop and implement an efficient delivery system with addresses and points of contact, especially for various building locations. When deciding on a delivery location, keep in mind that the CFCNCA vendor will not make multiple deliveries in the building. Only one drop-off location is permitted. You may need a plan to move supplies from a loading dock to the storage room or multiple storage locations.
- D. Maintain inventory information.
- E. Arrange for space, set up and scheduling of audiovisual equipment for CFC group meetings or special events.
- F. Provide other administrative support to the campaign as needed.

Soliciting

Donor solicitation activities include recruitment, training and management of Keyworkers. This work is a focal point of campaign activity and provides you with an excellent gauge of the campaign's progress, especially when tracking the current progress against previous campaign results.

Keyworkers are the “key” to an effective campaign. To run a campaign well, particularly in a large agency, you will need to understand the agency's organizational structure thoroughly and have an accurate count of the number of Full-Time Equivalent positions in each office or division to determine the number of Keyworkers needed.

Key Functions and Responsibilities

A. Secure a current, accurate organizational chart of the agency

Ensure that all components within the agency are represented and identify the physical location of each component by street address. Share this information with the entire campaign committee.

B. Determine the exact number of employees assigned to each agency component

With information from your personnel, budget or financial office, you will be able to determine the appropriate number of Keyworkers you will need for each component. To solicit employees most effectively one-on-one, *CFC recommends one Keyworker for every ten to twelve employees*. The success of soliciting drops dramatically if Keyworkers are assigned to a large number of employees. With more people involved in the campaign, there also is a greater feeling of ownership and buy-in for this effort, and your agency can meet its goal more easily.

C. Recruit volunteers from each organizational component within the agency

- 1. Call for volunteers:** Prepare a memorandum or e-mail (preferably from the agency head) to all office/division/unit managers announcing the CFC, requesting the names of their CFC contact or Coordinator and a list of willing and able Keyworkers. Specify the number of Keyworkers that you expect each component to have.
- 2. Recruit Coordinators:** Coordinators manage the campaign at the unit or division level. They become part of your CFC Steering Committee. It is their job to ensure that there are enough Keyworkers and that they receive appropriate training. Coordinators also work with the Campaign Manager and the Logistics person to distribute supplies to the Keyworkers.

Coordinators collect the Pledge Forms that Keyworkers have placed in the Pledge Form Carriers and review each Pledge Form and the Keyworker's Summary (on the Pledge Form Carrier) for accuracy and completeness. Coordinators then prepare the Pledge Form Carriers for deposit. In this crucial step, the Coordinator transfers the information from the Keyworker's Summaries to the online Deposit Form using the MANAGE system described on page 15 of this Guide. The completed Deposit Form will display the data entered and provide a total for the batch. The Coordinator prints out the Deposit Forms and inserts the audit copy into the outside pocket of the Deposit Bag. The form on the front of the Deposit Bag is filled out and the sections of the Pledge Form Carriers containing white copies are placed into the Deposit Bag and sealed.

The Deposit Bag is now ready for drop off at your agency's designated CFCNCA drop-off points. Electronic creation of the Deposit Form (Form 200) is the key data entry point for your agency into the MANAGE system. This action enables you to subsequently track, through an electronic database, your entire campaign's progress on a daily basis; to report to agency officials at all levels; and to submit reports to your Leadership on how well your campaign is progressing.

For accountability and efficiency purposes, at least **two** employees need to be trained to input data into the MANAGE system. Once you enter the data, two copies of Form 200 will be printed. The Audit Copy is placed in the outside pocket of the Deposit Bag. The Receipt Copy is signed by the coordinator completing the Form 200 online, then signed and date stamped by the bank drop representative and kept for your records.

Note: To maintain the chain of custody of your agency's CFCNCA Deposit Bags, your assigned CFCNCA staff or LE will not be allowed to take your completed Deposit Bags to official bank drop locations. Two or more agency campaign volunteers should be assigned the responsibility of knowing the location of official bank drop locations.

Be sure that all completed Pledge Forms are kept in a safe, secure location. Remind all Keyworkers and other campaign stakeholders to handle completed donor CFC Pledge Forms properly in order to maintain the security of each donor's personal information.

In small agencies, the Coordinator may also be a Keyworker, who carries out all the functions mentioned above. Campaign Managers or their designees route copies of the Pledge Forms to appropriate offices and coordinate any required credit union submissions.

3. **Recruit Keyworkers:** Keyworkers are the backbone of the campaign. It is their job to inspire and ask people to give through the CFC, collect their Pledge Forms, complete the Keyworker's Summary (on the Pledge Form Carrier) and thank contributors. You must ensure there are enough Keyworkers to solicit effectively for the campaign. Plan on one Keyworker for every 10 to 12 employees. If a Keyworker has more employees to approach than that, she or he will probably not be able to do a thorough job.
4. **Recruit volunteers in a positive way:** Approach employees in an upbeat, positive way. First ask those who were successful Keyworkers last year, then ask employees who have benefited from CFC or who are involved as volunteers in their community or church. If you need to assign Keyworker positions, help employees feel good about the position. For example, you might say: "We are looking for people to support the CFC who are compassionate about their colleagues and communities, and I thought you'd represent this office well."
5. **Do not ask employees to volunteer who are:**
 - Newest in the office. This is not the best way to meet co-workers; it also sends a message that CFC is not very important.
 - Lowest-graded persons. These employees may be too intimidated to approach higher-graded employees.
 - Unwilling employees, those obviously timid or known to be opposed to CFC.
 - Supervisors. Regulations forbid supervisors from soliciting direct subordinates for obvious reasons.

D. Plan your solicitation strategy

Our objective is to make sure that all of your agency's employees have the opportunity to make an informed choice about giving to CFC. Your goal should be 100 percent *solicitation*. Give everyone the opportunity to say "yes" or "no" to contributing. Never set a goal of 100 percent *participation*. That may lead to coercive practices that are strictly forbidden in the CFC.

The best solicitations are peer-to-peer. Lower-graded employees may feel too intimidated to solicit higher-graded employees, or, conversely, may feel pressured if solicited by higher-graded employees.

In a group solicitation, Keyworkers are responsible for tracking their assigned employees' attendance and following up with them to collect Pledge Forms. For those who are absent from the group meetings, Keyworkers can follow up with one-on-one solicitations.

E. Manage Keyworkers and their training

See that your Keyworkers receive training prior to your campaign kickoff. Your LE will provide this training. All Keyworkers and Coordinators should attend training even if they have previous CFC experience. This is an opportunity to renew their enthusiasm, share the newest tools and resources and motivate them for another campaign season. (See *How To Make the Ask* in the 2009 Volunteer Handbook.) Distribute Keyworker Training Kits to each Keyworker.

Be sure that all Keyworkers and Coordinators receive the Reporting Unit Number for their division, bureau or component of the organization. The Reporting Unit Number is used to track contributions to each of the agency's units. Your LE or CFCNCA staff member can assist you with questions concerning Reporting Unit Numbers.

Schedule Keyworker training carefully, and be clear about available times and locations. This minimizes sessions where too few or too many people attend. Provide attendee sign-in sheets to track those who receive training and those who do not. Follow up on the non-attendees to make sure they receive current information because there are a number of procedural changes and new resources this year.

Coordinators will need to make sure they have sufficient supplies for Keyworkers. Confirm that each Keyworker knows by name the employees he or she is assigned to solicit and where and how to turn in their completed Pledge Forms.

F. Ask employees to contribute

Your campaign's success rests on how well Keyworkers do their job. If Keyworkers merely place the Pledge Form and communications materials in employees' in-boxes or on their desks or chairs, or solicit contributors by e-mail, they are seriously limiting the potential response. As much as possible, only enlist committed Keyworkers who are willing to meet personally with each employee and help them make a decision about contributing to CFC.

All CFC giving must be *voluntary* giving. Actions that do not communicate that employees have a free, confidential choice about whether to give are contrary to Federal fundraising policy and are **not permitted** in campaigns. These activities include, but are not limited to:

1. Soliciting employees through a supervisor or any individual in their supervisory chain of command;
2. Inquiring about whether an employee chose to participate or the amount of an employee's donation, especially by a supervisor. Supervisors may only receive a summary of the major units that they supervise;

3. Setting 100 percent *participation* goals;
4. Establishing personal dollar goals and quotas;
5. Developing and using lists of non-contributors;
6. Providing and using contributor lists for purposes other than the routine collection and forwarding of contributions and allotments;
7. Using the results of the solicitation in the supervisor's unit or organization as a factor in a supervisor's performance appraisal; and
8. Asking what charities an employee designated for their donation.

G. Be prepared to answer these frequently asked questions

1. Do I need a tax receipt?

Taxpayers are required to have proper documentation for ALL charitable gifts, regardless of the size of the gift or whether it was by cash, check or payroll deduction. In order to claim a tax deduction, employees who give via payroll deduction will need: 1) a copy of their Pledge Form to document which charities they designated to receive donations, and 2) their year-end pay stub that shows the total donation amount withheld. If the gift is by check or cash, the donor keeps the blue copy of the Pledge Form plus the cancelled check as the receipt. Cash donors need to obtain a tax letter from CFCNCA or the recipient charity. **Note:** CFCNCA is not responsible for tax advice and strongly suggests that donors contact their tax advisors with any specific questions regarding the IRS rules.

2. What is an "undesigned" gift?

If a donor does not earmark the gift for specific charities or federations, the donation is considered an "undesigned gift." In accordance with CFC regulations, all undesigned funds are distributed to those organizations that received designations, in the same proportion as they received those designations. For example, if a charity received one percent of the total designated contributions to the CFCNCA, it would receive one percent of the total undesigned contributions. Organizations that do not receive designated dollars will not receive any undesigned dollars.

Each charity has an assigned five-digit CFC number. To make designated gifts, donors should go the Online Charity Search at www.cfcnca.org or the printed Catalog of Caring to find the number for the charity they wish to support.

H. Collect pledges

Coordinators should collect Pledge Forms from your Keyworkers at least once a week, review them for accuracy and completeness and submit them to the finance person. This weekly report must include the number of pledges made, dollar amounts contributed (by payroll and by cash/check), the number of confidential gifts, the amount of Special Events Proceeds collected and the number of Eagle/Double Eagle contributors.

It is critical to monitor the collection of Pledge Forms closely during the campaign to track units or divisions that need extra help to reach their goal. Use records from last year's results as a gauge of the current year's campaign progress. Be sure that Keyworkers thank all of those whom they solicit for contributions. A simple "thank you" can go a long way.

The CFCNCA Pledge Form Flow Chart on page 30 shows the progression of the Pledge Form from your agency to the official bank drop location. Keep copies of all the appropriate forms for your agency records.

I. Be informed about charity codes

1. General coding facts

- a. Donors cannot rely on Pledge Form records or lists from prior years for charity codes. They must use the Online Charity Search at **www.cfcnca.org** for the appropriate charity code or look it up in the printed 2009 Catalog of Caring.
- b. The Undesignated category code is assigned five nines: 99999.
- c. The International Organization General Designation Option code is assigned five number ones: 11111.
- d. Incorrect codes are those that are not exactly five digits in length, contain a letter or other symbol or begin with the number zero.
- e. Designations made with incorrect codes that cannot be resolved or corrected will not be honored and will become undesignated contributions according to 5 CFR § 950.402(c) and 5 CFR § 950.501.

2. Pledge Form reviews

It is imperative that ALL training programs emphasize the importance of Pledge Form reviews. Campaign volunteers are the main line of defense against invalid charity codes that will impede the processing of donor pledges. It is important for all persons handling forms to **review each Pledge Form as soon as it is received** for incorrect or invalid codes and to contact the donor as soon as possible. Once the information is placed in the security bag and deposited, it cannot be corrected until the end of the pledge processing cycle.

J. Show Appreciation

Thank all of your volunteers for their time and efforts. Certificates of Appreciation are available for presentation to Keyworkers. In addition, Special Service certificates are available for recognition of volunteers who have provided outstanding service to the campaign. (See page 27 for information on awards.)

CFC Supplies

As already mentioned, the responsibility for ordering and distributing supplies falls under the logistics responsibilities described on page 19. Each agency is responsible for ordering its own standard supplies by using the MANAGE system available at www.cfcnca.org and <https://manage.cfcnca.org>. The delivery of CFC supplies is contracted through a CFC vendor. Please allow seven calendar days for delivery.

Because of the heightened security related to deliveries, agencies must notify the supply distributor of any special instructions. Special instructions can be noted on the online MANAGE supply order form. Organizations that do not accept normal deliveries or agencies that want to arrange for their own pick-up of orders must indicate clearly on the order form how they expect to receive supplies. You can call CFCNCA at (202) 465-7200 to discuss pick-up procedures as well.

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

Agencies must order supplies seven calendar days in advance of any training or kickoff events. The CFCNCA office maintains only very limited supplies to address small emergency situations and cannot provide large quantities of supplies.

The following supplies are available:

A. Standard supplies that CFC provides to each agency via MANAGE orders

- 2009 Catalog of Caring (*quantity based on the number of donors last year*)
- Campaign Cards (*a series of four 5 x 7 cards for use with all employees when soliciting CFC pledges*)
- CFC Deposit Bag (Form 300) (*should be distributed only to Coordinators using MANAGE to complete online Deposit Forms*)
- Keyworker Kits (*contain a 2009 Volunteer Handbook, Pledge Form, Pledge Form Carrier, Thank You Card and Calendar*)
- Pledge Forms
- Pledge Form Carrier (Form 100)
- Posters for the general campaign and for tracking your goal
- Thank You Cards (*for use only with employees who make a gift*)

B. CFC supplies available on loan for kickoffs and special events, upon request

- Large vinyl CFC banners
- Balloons with strings and snaps
- Blue and white plastic banners

C. CFC Incentives for Donors

- Eagle and Double Eagle Lapel Pins for employees who pledge one percent and two percent of their yearly gross salaries, respectively
- “I Give to CFC” stickers for volunteers that will be provided to the Campaign Managers through their LE as needed

D. CFC Incentives for Keyworkers

- A limited number of each of these items is distributed through the LE in proportion to the number of Keyworkers in each agency

E. Online Forms

- CFCNCA Deposit Form (Form 200)
- Special Events Proceeds Form (Form 150)
- Goods and Services solicitation letter (if allowed by your general counsel)
- Goods and Services receipt form

Awards

The CFC provides several awards to agencies to recognize various contribution levels to the CFC by Federal government agencies. There is no cost for these awards. Your CFC finance person will be aware of these criteria and will provide a status report to the various components within your agency so that they may see what effort is needed to achieve an award. The following list describes the available CFC awards and their criteria. Details about the Communications Contest appear at the end of this section.

A. Department/Agency Awards

Each assigned CFC Reporting Unit that meets the following criteria will earn recognition and awards:

- **President's Award**
75 percent employee participation or \$275 per capita gift*
- **Chairman's Award**
67 percent employee participation or \$225 per capita gift*
- **Honor Award**
60 percent employee participation or \$175 per capita gift*
- **Merit Award**
50 percent employee participation or \$125 per capita gift*
- **Million Dollar Circle Award**
Presented to any CFC Reporting Unit that generates more than \$1 million
- **Participation Achievement Award**
Presented to CFC Reporting Units or independent agencies that achieve a two percent increase in the participation rate over the 2008 campaign

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

- **Campaign Leadership Award**
A two percent increase in contributions over the previous year's results
- **Summit Award**
A three percent increase in giving over the previous year's results

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

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

CFCNCA reviews all agency accounts to determine the awards for which they have qualified. However, each agency must notify CFCNCA of the name of the component to be engraved on any award plaques. Please verify the spelling and lettering for each requested plaque. **Although we will review all orders, it is up to you to ensure the accuracy of the citation. Plaques will be delivered to the address that you enter on the order form.** Allow ten working days for preparation and delivery of plaques. Remember to open the box as soon as it is delivered to confirm that the order is accurate.

B. Certificates

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

- **Most Valuable Fundraiser**
For CFC Vice Chairs, Campaign Managers, Coordinators and other members of your CFC team
- **Special Service**
For volunteers who have provided outstanding service to the campaign
- **Appreciation**
For each Keyworker
- **Outstanding Payroll Deduction Giving**
For attaining an exemplary level of support for the CFC with 75 percent or more of contributors making payroll deduction gifts
- **100 Percent of Goal**
For any reporting unit meeting or exceeding its campaign goal

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

C. Individual Eagle Award Pins

The CFC continues a long tradition of recognizing contributors who give one percent of their salary as Eagle givers and two percent of their salary as Double Eagle givers. People contributing these amounts receive an attractive lapel pin. Employee Express (EEX) e-Givers should be instructed to inform their Keyworkers when they are eligible for Eagle pins in order to receive their lapel pins.

D. Ordering Awards and Certificates

Place orders for awards and certificates as soon as you know you will need them. It is best to order all plaques and certificates at the same time.

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

E. CFCNCA Communications Contest

Earn valuable recognition by entering your creative work in the CFCNCA Communications Contest. The contest rewards outstanding creative efforts that capture the spirit of CFC and communicate this year's overall theme, "The Compassion of Individuals. The Power of Community." Entries also are judged on:

How well they help to accomplish campaign goals

- Contact 100 percent of all employees in a department or agency,
- Increase participation, and
- Increase the average gift.

Overall impression

Presentation quality

Creativity/uniqueness

Communicating CFC messages

Perceived level of effort

For details on the contest categories, entry criteria and an entry form, visit www.cfcnca.org or talk to your LE or CFCNCA staff member.

F. Special Category: CFCNCA Hero/Heroine

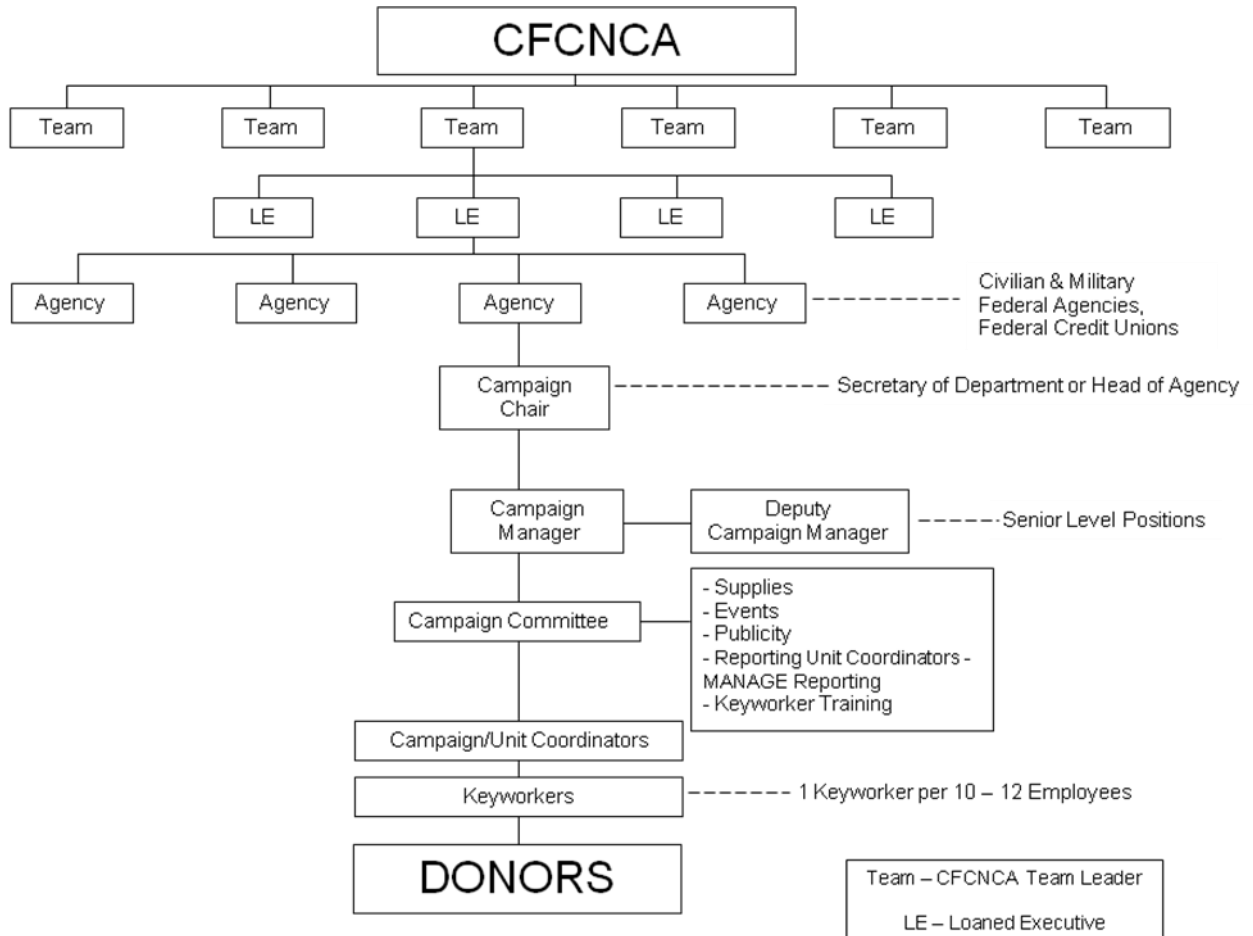
Each Cabinet-level department, branch and independent agency will have the opportunity to nominate a CFCNCA Hero or Heroine for a special award at the Campaign Celebration. The nominations should be based on two key factors: CFCNCA volunteer activities and community-wide volunteer activities. Campaign managers can place a name in nomination by submitting a short, one-page summary of the nominee's volunteer service.

CFCNCA's Hero award recipient and winner of the Most Innovative Campaign Technique Award will be entered into the national CFC contest sponsored by OPM.

Check with your LE or online at www.cfcnca.org for the award nominations deadlines. Award presentations are part of the CFCNCA community-wide celebration at the end of the campaign.

All contest guidelines, applications for entries and details about judging are available online at www.cfcnca.org or through your LE.

Sample Campaign Organizational Chart



CFCNCA Pledge Form Flow Chart

