



Headquarters
Department of the Army
Washington, DC
16 December 2022

***Army Regulation 1–10**

Effective 16 January 2023

Administration

Fundraising Within the Department of the Army

By Order of the Secretary of the Army:

JAMES C. MCCONVILLE
General, United States Army
Chief of Staff

Official:


MARK F. AVERILL
Administrative Assistant to the
Secretary of the Army

History. This publication is an expedited revision.

Authorities. The authority for this regulation is DoDI 5035.01.

Applicability. This regulation applies to the Regular 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 requirements.

Army internal control process. This regulation contains internal control provisions in accordance with AR 11–2 and identifies key internal controls that must be evaluated (see appendix B).

Suggested improvements. Users are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) via email to usarmy.belvoir.hqda-aaa.mbx.fundraising-program@army.mil.

Distribution. This regulation is available in electronic media only and is intended for the Regular Army, the Army National Guard/Army National Guard of the United States, and the U.S. Army Reserve.

*This regulation supersedes AR 1-10, dated 19 October 2022.

Contents (Listed by chapter and page number)

Chapter 1

Introduction, *page 1*

Chapter 2

Combined Federal Campaign—Introduction, *page 4*

Chapter 3

Combined Federal Campaign—Policy, *page 5*

Chapter 4

Campaign Organization, *page 6*

Chapter 5

Authorized Combined Federal Campaign Fundraising Techniques, *page 9*

Appendixes

A. References, *page 11*

B. Internal Control Evaluation, *page 12*

Glossary of Terms

Summary of Change

Chapter 1 Introduction

1–1. Purpose

This regulation prescribes general policy for administering all fundraising activities within the Department of the Army (DA). Also, it specifically defines policy, procedures, and responsibilities for fundraising 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, forms, and explanation of abbreviations

See appendix A. The abbreviations, brevity codes, and acronyms (ABCAs) used in this electronic publication are defined when you hover over them. All ABCAs are listed in the ABCA database located at <https://armypubs.army.mil>.

1–3. Associated publications

This section contains no entries.

1–4. Responsibilities

a. The Secretary of the Army will serve annually as the Army Chair and appoint the Vice Chair and Campaign Manager for the National Capital Area (NCA).

b. The Administrative Assistant to the Secretary of the Army will oversee the organization, conduct, and administration of CFC fundraising and will serve as the Vice Chair (unless appointed to another) for CFC within the DA NCA.

c. Commanders of Army commands (ACOMs) and subordinate commands in their areas of responsibility will cooperate with representatives of the Local Federal Coordinating Committee (LFCC), the outreach coordinator, and representatives of other Federal agencies, as appropriate, in the arrangements for conducting the CFC as necessary to meet the requirements of this regulation.

d. Commanders of Army service component commands (ASCCs) outside the continental United States (except Alaska, Hawaii, the Commonwealth of Puerto Rico, the U.S. Virgin Islands, Guam, the Commonwealth of Northern Mariana Islands and American Samoa) will conduct CFC fundraising campaigns within their area of responsibility in accordance with DoDI 5035.01.

e. All Army commanders within their area of responsibility will organize, conduct, and administer other authorized fundraising campaigns within DA.

1–5. Records management (recordkeeping) requirements

The records management requirement for all record numbers, associated forms, and reports required by this publication are addressed in the Records Retention Schedule-Army (RRS–A). Detailed information for all related record numbers, forms, and reports are located in Army Records Information Management System (ARIMS)/RRS–A at <https://www.arims.army.mil>. If any record numbers, forms, and reports are not current, addressed, and/or published correctly in ARIMS/RRS–A, see DA Pam 25–403 for guidance.

1–6. Authorized fundraising activities

For the purposes of this regulation, the following fundraising activities are authorized within DA:

a. For fundraising for the CFC, host innovative awareness events and activities. No cash may be raised or collected at these events.

b. For non-CFC fundraising, see paragraph 1–8.

1–7. Authorized Combined Federal Campaign fundraising

The CFC regulations set forth at 5 CFR Part 950 states that the CFC is the only authorized solicitation of employees in the Federal workplace on behalf of charitable organizations but permits the head of a department or agency to establish policies and procedures applicable to 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 welfare funds for their members.

1–8. Authorized non-Combined Federal Campaign fundraising

Limited non-CFC fundraising activities are allowed when done in compliance with this regulation and in accordance with DoDI 5035.01.

a. Fundraising 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 fundraising efforts.

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

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

(1) Fundraising conducted by organizations composed primarily of Army personnel, Family members, or Soldier and Family Readiness Groups (SFRGs) (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 or the heads of Army organizations may designate areas that are outside the Federal workplace, may support or authorize the support of such fundraising, and may provide limited logistical support (facilities and equipment) in accordance with DoD 5500.7– R. This provision includes fundraising 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) Fundraising 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. Fundraising for Army museums may include the placement of collection boxes in public use areas of the Army museum for voluntary donations.

(3) SFRG in accordance with AR 600–20, and other official fundraising by organizations composed primarily of DoD or DA employees or their Family members when fundraising among their own members or Family members for the benefit of their own welfare funds in accordance with DoD 5500.7– R. These fundraising activities must receive the approval at the battalion level (or equivalent), after consultation with the local ethics counselor and comply with the regulations.

d. Limited fundraising. Occasional fundraising in support of on-post private organizations and other limited fundraising activities to assist those in need may be authorized by the commander or head of the organization with authority over the location of the fundraising, in coordination with the supporting legal office, and comply with the aforementioned regulations. For fundraising that occurs outside a unit or organization's area of control or that occurs in a garrison's publicly accessible areas, such as events at a commissary or military exchange, the garrison commander is the approval authority. These fundraising 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.

e. Religious fundraising. Fundraising by religious organizations or their affiliates is authorized only in connection with religious services and must be conducted in accordance with AR 165–1.

1–9. Conflict avoidance

Fundraising 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.

1–10. Voluntary giving

The principle of true voluntary giving is fundamental to DA fundraising activities and will be practiced during authorized fundraising 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 elect to contribute or not.
- b. To disclose his or her contribution or keep it confidential.
- c. To make contributions by using applicable online options donations or electronic payment allotments.
- d. To participate or not to participate in any innovative, promotional event and activity.

1–11. Prohibited fundraising activities

This section is applicable to all Army fundraising. (See para 3–3 for specific guidance on prohibited CFC fundraising activities.) A prohibited fundraising 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 fundraising 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. CFC 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 or pressure an individual to donate to the CFC or other fundraising activity. 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 Federal contractors or their employees.

1–12. Official endorsements

DA Servicemembers and DA civilians may endorse in their official capacities only CFC fundraising; fundraising specifically approved by the Director, OPM for an emergency or disaster appeal (see para 1–8); fundraising for the AER annual campaign (see para 1–8 and AR 930–4); and local fundraising on behalf of welfare funds for organizations composed primarily of Army personnel or their Family members, including Army morale, welfare, and recreation nonappropriated fund activities (see para 1–8). Endorsements may include support for the fundraising 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 fundraising. DA officials may not endorse other local fundraising authorized under the provisions of AR 210–22 on behalf of particular private organizations.

1–13. Soliciting monetary pledges on the job

a. Only CFC and AER may solicit on the job for a monetary contribution or a pledge of a monetary contribution. CFC contributions may be made in the form of payroll allotments, credit/debit cards, checks, or echecks. Under certain limited circumstances and only when approved by the Director, OPM, government-wide emergency appeals for disaster relief may be authorized. An example of a government-wide appeal is CFC Special Solicitation for COVID–19 Victims.

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, such as that to an official superior on special, infrequent occasions, such as retirement, in accordance with 5 CFR 2635.304 and DoD 5500.7–R.

1–14. Participation in fundraising for non-Federal entities

a. As explained in 5 CFR 2635.808, Army personnel acting in their official capacities may not actively and visibly participate in the promotion, production, or presentation of fundraising events conducted by non-Federal entities, such as local charitable organizations, schools, or churches.

b. Active and visible participation includes, but is not limited to, allowing one's position or organization to be featured in print materials or media advertisements promoting the event; sitting at a head table for the event; serving as a judge, auctioneer, or other prominent functionary at the event; standing in a reception line at the event; or speaking at the event about the sponsoring organization, the fundraising effort, or other topics that do not relate to the speaker's official Army duties.

c. Requests for individuals to participate in their official capacity at fundraising events must receive advance supervisory approval and ethics counselor review.

Chapter 2

Combined Federal Campaign—Introduction

2–1. Background

The CFC was developed in response to Federal employee wishes for a single campaign to reduce administrative expenditures; permit voluntary payroll allotments for contributions; and better support local, national, and international health, welfare, and philanthropic organizations. The CFC, an annual on-the-job solicitation, is the only authorized method of fundraising for recognized voluntary health and welfare organizations.

2–2. Legal authority

Legal authority for the Federal Fundraising Program is EO 12353, as amended by EO 12404 and PL 100–202. The Director, OPM approves the rules and regulations that govern fundraising within the Federal Government and provides the system for administering CFC.

2–3. Scope of the campaign

The CFC is conducted Armywide. In the 50 United States and the Commonwealth of Puerto Rico, the campaign is known as CFC. At most overseas locations where Federal personnel are employed or stationed, it is known as the DoD Combined Federal Campaign–Overseas.

2–4. Authorized Combined Federal Campaign organizations

Organizations participating in CFC represent 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, 202, 203 and 204. Eligibility of federations is prescribed in 5 CFR 950.301 and 302.

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 LFCC. Early application is highly recommended. Specific criteria for application, along with application and listing fee information, can be obtained from <https://www.opm.gov>. Each year, the Director, OPM will issue a timetable for submitting applications and processing appeals.

b. For overseas locations, see DoDI 5035.01. The Combined Federal Campaign–Overseas allows applications by "local" charitable organizations on military installations. Therefore, DoD family support and

youth programs established in overseas locations are encouraged to apply to participate in the CFC for individual-designated CFC donations. Funds from donors will be directed to specific organizations. There are no undesignated funds to pass around by the senior commander directed to specific organizations.

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 and organization heads at all echelons will give strong support and leadership to the annual CFC fundraising drive and ensure compliance with the spirit and intent of this regulation.

3–2. Combined Federal Campaign solicitations

a. The most common form of CFC solicitation is the request for a monetary donation or pledge. To aid CFC fundraising, innovative promotional events and activities are permitted during the annual campaign period in accordance with Subpart 950.502(b) of Title 5 CFR and conforming to DoD 5500.7–R. No funds may be raised or collected at these events and events should not involve operating a gambling device, conducting a lottery or pool, participating in a game for money or property, or selling or purchasing a numbers slip or ticket (for example, 50/50 raffle). For all approved special fundraising events, the donor must have the option of designating to an organization or federation.

b. Direct solicitations of Servicemembers or civilian employees for CFC may occur only 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.

c. The CFC will be conducted according to the following timetable:

(1) During a period between December and January, the group of Federal officials designated by the Director, OPM to oversee the CFC in a zone and to assist the Director with the charity application reviews, will accept applications from organizations seeking to be listed on the charity list.

(2) The Director, OPM will determine the dates of the solicitation period, not to begin prior to September 1 or end later than January 15 of each year. The installation or garrison commanders will determine when the campaign will be conducted on their installations and all subsidiary units.

(3) Outside of the open solicitation period, Army organizations must provide information about the CFC to new employees. New employees may make pledges within 30 days of entry on duty but prior to the end of August via <https://cfcgiving.opm.gov>. After the end of August, new employees and recruits will participate in the annual open solicitation period for the CFC rather than making independent online pledges.

3–3. Prohibited Combined Federal Campaign fundraising activities

a. DoD 5500.7–R 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 and to comply with applicable State and Federal laws. 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. Care must be taken to ensure that fundraisers clearly indicate that a contribution is not required.

c. Emphasizing a specific individual organization or group of organizations over others within the CFC campaign is prohibited. All voluntary health and welfare organizations and federations participating in CFC will be promoted equally.

3–4. Voluntary giving

In accordance with paragraph 1–10, military and civilian members of DA have the right to select or designate which organization(s) or federation(s) will receive their CFC contributions.

Chapter 4 Campaign Organization

4–1. Campaign support

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

a. Coordinate with the DoD Voluntary Campaign Office (VCO), the local CFC Zone LFCC, and the outreach coordinator.

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. Ensure 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) Select a campaign chairperson and vice chairperson. The commander or equivalent organization head also ensures the designation of a campaign administrator and, if required, a campaign executive committee. Based on the population to be contacted, the commander or head of the organization may assign additional roles and duties for the campaign.

4–2. Campaign duties

Clear assignment of duties for administration, general publicity, kickoff rallies, information meetings, special fundraising 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 commander or head of an ACOM, ASCC, direct reporting unit (DRU), installation, garrison, or activity. The chairperson's 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 health and welfare organizations 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 campaign chairperson and is usually a senior staff member. The vice chairperson assists the chairperson 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 outreach coordinator 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 outreach coordinator or local CFC headquarters, as required.
- i.* Analyzing and evaluating all aspects of the campaign to determine areas where the campaign was successful as well as areas that could improve. This analysis will provide a knowledge base and planning tool for the following year's campaign administrator.
- j.* 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.
- k.* Developing training schedules for campaign managers.
- l.* Selecting and training the instructors and, if needed, conducting the training sessions for campaign workers before the start of the campaign.
- m.* Encouraging subordinate elements within the ACOM, ASCC, DRU, installation, or activity to schedule information meetings or rallies so that every Servicemember and civilian employee is thoroughly briefed on the objectives, benefits, and needs of the program's CFC supports.

4–6. The campaign manager

The campaign manager is the individual who is appointed to administer and conduct the campaign at the subordinate element or organization level. The duties of the campaign manager are like 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 managers may also be appointed, each managing three or more keyworkers. The campaign manager's duties include, but are not limited to—

- a.* Developing a campaign schedule as a framework for organizing and scheduling events at the manager'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.* Coordinating and scheduling 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.

- j.* Using all command and public information channels available to inform employees about the campaign and the programs of participating voluntary health and welfare organizations. These efforts may include, but are not limited to, bulletin board posters, magazines, periodicals, and campaign films.
- k.* Planning for and designing special command, installation, or activity-wide promotion materials as necessary.
- l.* Assisting in planning the kickoff or start-of-campaign rallies and other special events.
- m.* Planning and coordinating keyworker visits to participating CFC voluntary health and welfare organizations.
- n.* Assisting in planning a victory or end-of-campaign recognition ceremony.
- o.* Publicizing or reporting campaign progress to employees.

4-7. The campaign keyworker

The campaign keyworker is the individual who 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 and awareness events for their organization.
- c.* Distributing campaign materials throughout their organization.
- d.* Soliciting assigned employees, which includes giving each individual a pledge card, the brochure listing all participating voluntary health and welfare organizations, and other CFC literature. Solicitations may be one-on-one or by group.
- e.* Following up with Servicemembers or civilian employees who were unavailable during a previous contact attempt.
- f.* Collecting pledge forms from contributors; delivering the pledges to the organization campaign manager, designated individual, or reception point; and reporting results to the manager.
- g.* Answering questions potential contributors may have about the campaign.
- h.* Providing support until the specified end date of the CFC campaign. If the campaign keyworker is unable to perform his or her duties the organization must provide a suitable replacement.

4-8. The loaned executive

Loaned executives act as CFC Ambassadors on behalf of the Secretary of Defense in his or her role as the DoD CFC Chairperson in the NCA or other CFC Zones. Loaned executives assigned to the Army will serve the component throughout the duration of the campaign. They manage all aspects of the CFC for their assigned DoD accounts, including but not limited to—

- a.* Briefing senior organizational leadership prior to the campaign and providing periodic progress updates to leadership throughout the campaign.
- b.* Conducting all required operational, technical, and administrative training for campaign managers and CFC keyworkers across the NCA or other CFC Zones.
- c.* Managing delivery of campaign supplies and ensuring campaigns maintain an adequate inventory of approved supplies for the duration of the campaign.
- d.* Providing logistical support for CFC-related special events to include liaison with representatives from charities in the local campaign.
- e.* Assisting with special event planning at the DoD and organizational level.
- f.* Monitoring organizational progress and recommending strategies to optimize organizational campaign success; progress is reported at weekly staff and team meetings and to the VCO Team Lead through periodic written status reports.
- g.* Ensuring recognition for CFC campaign managers and keyworkers through the DoD Campaign Contest, organization level awards program, and individual awards and certificates programs.
- h.* Ensuring all pledges from assigned accounts are accounted for prior to the closing of the campaign audit.

Chapter 5

Authorized Combined Federal Campaign Fundraising Techniques

5-1. Fundraising practices

True voluntary giving is fundamental to DA fundraising activities. All methods, techniques, and strategies used to enhance fundraising 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 ACOM/ASCC/DRU, installation, or activity can provide direction and motivation to a campaign as well as a measure of campaign progress. Goals can help campaign workers, Servicemembers, and civilian 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 ACOM/ASCC/DRU, installation, or activity, each group shares responsibility in the team effort and has a mark for gauging its accomplishment.

b. The judgment of the commander or head of the organization 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 Servicemembers and civilian employees through a well-planned and well-executed communications program.

a. Campaign promotional materials will be developed locally under the direction of the LFCC and will be printed and supplied by the outreach coordinator. The outreach coordinator 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 awareness events are helpful in promoting understanding of and support for the campaign. Examples of such events include campaign charity fairs, public meetings, rallies, 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 health and welfare organizations participating in CFC can help campaign workers understand the necessity for a fund drive. The value of seeing what is accomplished by making donations is an effective way to personalize CFC-supported programs and motivate campaign workers.

e. Publicizing examples of the work performed by voluntary health and welfare organizations help to humanize the campaign. However, a promotion that emphasizes one voluntary health and welfare organization or group over others is prohibited. All voluntary health and welfare organizations 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 health and welfare organizations 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 state the overall benefits of CFC, not just the good works of 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. The event organizer must clearly state before a speaker's presentation that neither the Army nor DoD endorses any particular CFC voluntary health and welfare organizations, even if the group may be speaking at the event.

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 Army organizations, as well as awards to individual campaign workers for outstanding service to the campaign, are permitted within the following guidelines:

a. Awards to an organization 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 outreach coordinator or LFCC, who will establish criteria for these awards. The Assistant to the Secretary of 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 outreach coordinator will be given to individuals for their work in support of the campaign. These non-Army awards may be in the form of pins, certificates, or other types of honorary recognition. These awards will be intended primarily for presentation and will have market value of \$20 or less. The commander or head of the organization may endorse or present these types of awards but is not required to do so.

d. Awards to Army organizations or campaign workers by individual voluntary health and welfare organizations or federations for CFC accomplishments are prohibited.

Appendix A

References

Section I

Required Publications

DoDI 5035.01

Combined Federal Campaign Fundraising Within the DoD (Available at <https://www.esd.whs.mil.>) (Cited in title page.)

Section II

Prescribed Forms

This section contains no entries.

Appendix B

Internal Control Evaluation

B–1. Function

The function covered by this evaluation is the administration of Army fundraising.

B–2. Purpose

The purpose of this evaluation is to assist Headquarters, Department of the Army offices and organizations; ACOMs, ASCCs, and DRUs; installations; and activities in evaluating the key internal controls listed in paragraph B–4. It is intended as a guide and does not cover all controls.

B–3. Instructions

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

B–4. Test questions

- a. Did each organization have a campaign management team (chairperson, vice chairperson, campaign manager, and keyworkers) to conduct campaign awareness events?
- b. Were the chairperson and vice chairperson briefed on their roles and responsibilities?
- c. Was training provided for the campaign manager and keyworkers?
- d. Was there a timely distribution of campaign materials?

B–5. Supersession

This evaluation replaces the evaluation that assesses the execution of the administration of Army fundraising previously published in AR 1–10, dated 19 October 2022.

B–6. Comments

Help make this a better tool for evaluating internal controls. Submit comments via email to usarmy.belvoir.hqda-oaa.mbx.fundraising-program@army.mil.

Glossary of Terms

Combined Federal Campaign

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

Federations

A group of voluntary charitable human health and welfare organizations created to supply common fundraising, administrative, and management services to its constituent members.

Fundraising

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 approved by the Director, OPM to oversee and the CFC in a zone and to assist the Director, OPM, with the charity application reviews.

On-the-job fundraising

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

Outreach coordinator

An individual or an entity hired by the Local Federal Coordinating Committees to conduct marketing activities, arrange for events such as Charity Fairs, and educate charities and donors regarding the program.

SUMMARY of CHANGE

AR 1–10

Fundraising Within the Department of the Army

This expedited revision, dated 16 December 2022—

- Allows placement of collection boxes in public use areas of Army museums (para 1–8c(2)).
- Updates limited fundraising policy (para 1–8d).

UNCLASSIFIED

PIN 213641-000