



Choose Your Cause And Show  
Some Love On This Giving Tuesday!



An Advertising Supplement to The Washington Times

# Combined Federal Campaign (CFC)

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

## What is the CFC?

The Combined Federal Campaign (CFC) is the only authorized solicitation of Federal employees in their workplaces on behalf of approved charitable organizations.

The CFC began in the early 1960's to coordinate the fundraising efforts of various charitable organizations so that the Federal donor would only be solicited once in the workplace and have the opportunity to make charitable contributions through payroll deduction.

Federal employees continue to make the CFC the largest and most successful workplace philanthropic fundraiser in the world. Continuing a long-standing tradition of selfless giving, in 2013, Federal employees raised over \$209 million dollars for charitable causes around the world.

## Structure of the CFC

The CFC is made up of local campaigns that organize the annual fundraising effort in Federal workplaces

in the United States and abroad.

Each local campaign is managed by a Local Federal Coordinating Committee (LFCC), which serves as a "Board of Directors" for the local campaign. The LFCC is comprised of Federal employees and representatives of labor unions with Federal employees as members. The LFCC is responsible for the oversight of the local CFC. In conformance with CFC regulations and policies, the LFCC makes admission determinations for local charities and selects a Principal Combined Fund Organization (PCFO) to administer the day-to-day operations of the campaign and to serve as its fiscal agent.

The Office of Personnel Management (OPM) regulates the CFC and provides guidance and oversight to the local campaigns (LFCCs and PCFOs).

## Public Accountability

OPM is accountable for assuring Federal employees that their desig-

nations are honored and distributed to the charitable organizations of their choice. OPM achieves this in several ways. OPM maintains strict eligibility and public accountability criteria that all participating CFC charities must meet. For details, see CFC Regulations in 5 CFR Part 950 at <http://www.opm.gov/cfc/opm-memos/index.asp>. OPM annually makes admission decisions for all national and international charity applicants and it resolves local charity admission appeals. OPM sets strict requirements and provides on-going guidance for the activities and conduct of the LFCC and the PCFO. The fiscal integrity of the campaign is verified by OPM compliance audits and the annual review of local campaign audits that PCFOs are required to have completed by an independent CPA.

## The CFC Charity List

The Charity List is a paper or web-based display of national, in-

ternational, and local organizations that have met CFC eligibility requirements. A sample charity listing is shown below with key elements shown in italics. Key elements include: the organization's five-digit CFC code, the legal name in parentheses shown if it is "doing business as" another name, the employer identification number (EIN), a 25-word statement of purpose (except in abbreviated listings), its administrative and fundraising expense rate (AFR), and its Service Categories (Taxonomy Codes).

## Sample Charity Listing

11405 ABC Charity (Alpha-Charity)  
(800) 555-5555 [www.abccharity.org](http://www.abccharity.org) EIN#12-3456789 ABC Charity attacks the causes of hunger and poverty by promoting effective and innovative community-based solutions that create self-reliance, economic justice, and food security. 15.8% P,S,K

Source: [www.opm.gov](http://www.opm.gov)

For thousands affected by cleft lip, cleft palate and other facial differences,  
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# “I FOUND OUT I COULD STILL DO THE THINGS I LIKE THE BEST.”

- WOUNDED WARRIOR LUKE MURPHY

Luke Murphy was a passenger in a Humvee when an improvised explosive device ripped through the vehicle. The force of the explosion severely injured Luke’s left leg and ultimately resulted in the loss of his right leg. Previously a competitive athlete and avid outdoorsman, he worried that his injuries would limit or eliminate the activities he once enjoyed. It wasn’t until he participated in a number of Wounded Warrior Project® (WWP) events that he realized he could still do many of the things he liked best. Today, Luke takes pleasure in helping others benefit from the WWP resources that helped him.

By selecting WWP for your CFC contribution, you provide life-changing programs and services that help connect, serve, and empower warriors, their families, and caregivers.



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THE GREATEST CASUALTY IS BEING FORGOTTEN.®

# Charitable giving reached record high in 2016 report

By THE WASHINGTON TIMES  
SPECIAL SECTIONS DEPARTMENT

**A**mericans are a passionately charitable people, donating a record \$393 billion in 2016, with most of that coming from individual donors, according to a new report.

Some \$282 billion, or 72 percent of the 2016 charitable donations, was given by individuals, Giving USA Foundation, the Giving Institute and Indiana University Lilly Family School of Philanthropy said in their publication, "Giving USA 2017: The Annual Report on Philanthropy for the Year 2016."

Other donor groups in 2016 included foundations, which gave \$59 billion; bequests, which gave \$30 billion; and corporations, which gave more than \$18 billion.

The new numbers reflect a full post-recession rebound in giving: While donations dipped in 2008, giving has steadily climbed and reached record highs in 2014, 2015 and again in 2016, whether measured in current or inflation-adjusted dollars, said the Giving USA 2017 report, released in June.

"We saw growth in every major sector, indicating the resilience of philanthropy and diverse motivations of donors," said Aggie Sweeney, CFRE, chair of Giving USA Foundation and senior counsel at Campbell & Co.

Moreover, while large donations can get headlines, the small gifts add up to massive sums.

"The strong growth in individual giving may be less attributable to the largest of the large gifts, which

from giving by donors among the general population."

The religious sector was the largest recipient (32 percent) of charitable gifts. This was followed by education (15 percent); human services (12 percent); health (8 percent); international affairs (6 percent); arts, culture and humanities (5 percent); and environmental and animals (3 percent). Other sectors include gifts to foundations (10 percent), public-society benefit (8

donors (defined as households with incomes greater than \$200,000 and net worth over \$1 million) found that almost 43 percent gave more during the end-of-year holidays than the rest of the year, the NCCS said, citing the Indiana University philanthropy school and Bank of America.

Charities agree that the last three months of the year are the best times for giving: A 2012 GuideStar Survey said that more than 50 percent of the organizations it surveyed reported received the majority of their contributions in October and December.

Charities also enjoy a good reputation as stewards of gifts.

A 2016 bipartisan survey of 1,300 voters by Independent Sector asked, "Which do you think would be a better way to improve your community and your country? Pay an additional \$1,000 in taxes to the federal government or given an additional \$1,000 to charity?"

Seventy-four percent chose "Give to charity," while 9 percent said "Give to government." Another 17 percent chose "don't know," "both," "neither," or refused to answer, according to Independent Sector's "United For Charity" report.

**A 2012 study of high-net-worth donors (defined as households with incomes greater than \$200,000 and net worth over \$1 million) found that almost 43 percent gave more during the end-of-year holidays than the rest of the year, the NCCS said, citing the Indiana University philanthropy school and Bank of America.**

were not as robust as we have seen in some prior years," said Dr. Patrick M. Rooney, associate dean for academic affairs and research at the Indiana University Lilly Family School of Philanthropy. This suggests that "more of that growth in 2016 may have come

percent) and individuals (2 percent), according to Giving USA 2017.

The "giving season" remains between October and December, the National Center for Charitable Statistics (NCCS) has found.

A 2012 study of high-net-worth

## Healing combat-wounded veterans through the power of the great outdoors

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IN ACTION**

**WARRIORS  
FOUNDATION**



**#94512**



CFC # 35499

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We sponsor and manage **191 communities** in **29 states**, Washington, D.C., Puerto Rico and the U.S. Virgin Islands. More than **21,000 people** call our communities "home."

We have **21 retirement communities** that provide independent living, assisted living and skilled nursing or memory care for seniors.



*I'm a 64 year old Vietnam Veteran. I found that because of my low-income I was able to afford an apartment here. I have a very nice one bedroom apartment at the very end so I can look across a pasture. I do not feel closed in, it's quiet and no one bothers me. I like the managers, they help me a lot. I'm happy having my*

*own home and... have a place to keep some of my Mother's memories. She would have liked it here too.*

**Michael Logan**  
Lindsay Place,  
Lindsay, Oklahoma



*Living at Grace Place means peace of mind. I don't have to worry about paying very high rent. It offers an ideal location in the heart of the city and it's even on the bus line!*

**Portia Henson**  
Grace Place,  
Norfolk, Virginia



*For my children and I it has been a great blessing from God to move us to this community. We are safe here. My children have more space. We are better set economically. I can occasionally buy new clothes for my children.*

**Irma Morales**  
Granada Gardens,  
Granada Hills, California



*I was sleeping in my truck because I didn't have heat in the trailer I was living in. The floor had fallen through the trailer and it was really not livable... a friend of mine told me about Prairie Grove Apartments and in a short time I had a nice warm apartment. I'm thankful for the people who checked on*

*me and helped me in any way they could when I moved into the community. Without Prairie Grove Apartments, I don't know what would have happened to me.*

**Dan Smith**  
Prairie Grove Apartments,  
East Prairie, Missouri

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# History of Charitable Organizations

Fundraising for charitable organizations in the Federal workplace can be traced to the late-1940's. However, formal authority to permit fundraising in the Federal workplace was not established until 1961. In signing Executive Order 10927, President John F. Kennedy authorized the U.S. Civil Service Commission to develop guidelines and regulate fundraising in the Federal service.

## Early Years

Prior to the 1950's, on-the-job fundraising in the federal workplace was an uncontrolled free-for-all. Agencies, charities, and employees were all ill-used and dissatisfied. Some of the problems cited were:

- Quotas for agencies and individuals were freely established and supervisors applied pressure to employees.
- Designations were not allowed.

Even with the frequency of on-the-job solicitations, total receipts for charitable causes that were worthy of employee support were minor. In many cases, employees donated their pocket change.

President's Committee on Fundraising

As far back as 1948, the then existing Federal Personnel Council (composed of agency personnel directors) attempted to add uniformity and stability to the fundraising effort through the issuance of guidance to departments and agencies. However, the Council had no enforcement authority and the departments and agencies continued generally to follow their own inclinations in the conduct of on-the-job solicitations.

As the solicitations proliferated and with continued dissatisfaction with a lack of uniform policy in workplace fundraising, Philip Young, the President's Advisor on Personnel Management, who also acted as Chairman of the Civil Service Commission (CSC), initiated a study of the problem. This 2-year effort (1954-56) involved extensive discussions with leaders of charitable organizations and managers throughout the federal establishment.

In June 1956, President Eisenhower formally charged the President's Advisor on Personnel Management with responsibility for the development and administration of a uniform policy and program for fundraising within the federal service. In that year, Fund Raising Bulletins No. 1 and No. 2 were issued, identifying the charitable organizations recognized for on-the-job solicitations and designating the times of the year during which their solicitations could take place. General guidelines were issued for the conduct of campaigns, and an Eligibility Standards Committee was established. The Committee's eligibility criteria formed the basis for identifying charitable organizations recognized for solicitation during 1958

and later years. The first participating charitable organizations were:

- The American Red Cross
- Local Community Chests United Funds, or Federated Groups
- The National Health Agencies (an ad hoc group of nine health-related voluntary organizations, now known as Community Health Charities)
- International Voluntary Agencies (an ad-hoc group, later known as International Service Agencies, of two voluntary agencies primarily interested in overseas assistance programs).

President Eisenhower further formalized the administration of the program by Executive Order 10728 of September 6, 1957. The Executive Order placed it under the supervision of a Presidential Committee, staffed by the Civil Service Commission. Solicitations by charities were consolidated into three on-the-job campaigns a year (for different

groups of charities), and operational ground rules were established and eligibility tightened.

The principal characteristics of the emerging federal fundraising program were that all individual voluntary health and welfare agencies were grouped into the four categories above, and that each of the groups was assigned specific periods during each year when they would be permitted to carry out on-the-job solicitations. The Community Chest organizations (primarily local United Ways) were assigned campaigns privileges during the fall, the National Health Agencies and the International Service Agencies were assigned a campaign period in the spring, and the American Red Cross (where it had not consolidated its fundraising efforts with the local Community Chest) was permitted a separate campaign during the spring.

This was a giant step in simplifying and systematizing fundraising in the

federal service. As it developed, however, there continued to be dissatisfaction with the expense and disruptive influence of multiple campaigns. It also remained true that receipts continued to be low in relation to the proportion of time and energy devoted to the various campaigns. Campaigns were often not organized with vigor and enthusiasm and, with the exception of United Way campaigns, were dependent upon cash donations handled through an envelope distribution system. While the United Way campaigns solicited pledges as well as one-time cash contributions, all contributions were paid directly by the employee to the voluntary agency. There was no payroll deduction.

## A "Combined" Campaign

By 1961, President Kennedy had determined that the program was well-enough established that the President's Committee on Fund Raising within the federal service could be

## here's how you can give hope:



### 1. Explore

Watch the videos and read the inspiring success stories of people who found hope through the CFCNCA. Learn how your donations make a real and lasting difference at [www.cfcnca.org](http://www.cfcnca.org).



### 2. Connect

The CFCNCA is your link to thousands of pre-screened and approved charities — local, national and international. Browse through, take your time and choose the charities that mean the most to you.



### 3. Give

Donating through the CFCNCA is simple; eGiving makes it easy and fast. With multiple ways to give, delivering hope is only a few clicks away.

abolished. He did so and assigned the program to John W. Macy, Jr., Chairman of the Civil Service Commission, by Executive Order 10927.

Work on overcoming problems with the program continued. Serious consideration began to be given to both a system of payroll deduction and the possible consolidation of solicitation efforts into a single campaign. There was strong interest on the part of representatives of the voluntary agencies in payroll deduction. However, there was not agreement at this stage on the part of all participants about the desirability of melding the separate identities of the fundraising organizations by consolidation into a single campaign.

In 1964, the first "combined" campaigns, officially called "Combined Federal Campaigns, or CFC" were conducted as experiments in six cities, consolidating all drives into one. The result was a substantial increase in contributions, ranging from 20% to 125%, and a highly favorable response within the federal community: agency managers were pleased with having to deal only with a once-a-year effort; federal employees responded with favor to the single solicitation.

By 1971 all campaigns had become "combined." President Nixon announced on March 3, 1971, that the CFC would be the uniform fundraising method for the federal service. Another major change at the time was the introduction of payroll deduction as a form of charitable contribution. This was made possible only by a truly combined, once-a-year campaign, and greatly increased the size of contributions. Despite continued skepticism about whether the consolidated character of the CFC suited the fundraising philosophies of some of the major CFC participants, contributions grew dramatically: from \$12.9 million in 1964 to \$82.8 million in 1979.

### Expansion

Up through the 1970's, the Combined Federal Campaign (CFC) was a relatively non-controversial program in terms of the charities allowed to participate. Growth in the number of participating national charities was slow -- from 23 in 1969 to only 33 in 1979.

In the late 1970's, public policy advocacy groups, legal defense funds, and other organizations succeeded through lower court litigation in entering the CFC. The case that opened the doors to these types of groups was *Natural Resources Defense Council v. Campbell* in which the United States District Court for the District of Columbia ruled that the definition of a human health and welfare charity was too vague and ordered the Office of Personnel Management (OPM) to allow various groups to participate in the CFC. OPM, the successor organization to the U.S. Civil Service Commission, assumed regulatory authority over the CFC in 1978.

Significant changes to the CFC regulations in April, 1980 went a long

way toward expanding participation in the CFC and resolving a number of other problems. Regulations issued in 1982 by OPM Director Donald Devine also addressed CFC organization. They formally recognized the role and responsibilities of the local groups of Federal officials that manage the campaigns -- Local Federal Coordinating Committees (LFCC's) -- and introduced the concept of Principal Combined Fund Organizations (PCFO's) -- local federated fundraising organizations appointed by LFCC's to administer the local campaigns. Responding to a court order permanently enjoining OPM from excluding legal defense and advocacy groups from the CFC because of their "indirect" support of health and welfare or their lobbying/advocacy activities, Director Devine in April 1984 opened the CFC to basically any 501(c)(3) charity and permitted write-in designations.

In July 1985, however, the Supreme Court upheld President Reagan's Executive Orders, holding that the exclusion of advocacy, legal defense and other non-health-and-welfare groups is constitutional, as long as it is done even-handedly, without discrimination for or against any particular political viewpoint. In 1986, OPM revised its regulations consistent with the President's Orders.

Under the Hoyer-Hatfield Amendment to the Continuing Resolution for FY 1986, however, Congress declared that OPM could not issue the regulations in final form and implement them. Congress directed OPM to either disregard the content of the 1982 and 1983 Executive Orders or reissue the regulations used in the campaigns in 1984 and 1985. OPM reissued the 1984 regulations and administered the 1986 and 1987 CFC under these interim rules.

### The 1990s

Starting in the fall of 1986 and continuing throughout 1987, the Office of Personnel Management (OPM) met with various interested parties including local federal officials and representatives of the voluntary agencies and the federations. During the course of these discussions OPM identified six areas of immediate concern: The Director of OPM convened a task force composed of three private sector individuals, chaired by OPM's General Counsel. The task force was to consider relevant information on the design and operation of the Combined Federal Campaign (CFC) and provide the Director with its opinions on the future direction of the CFC. Before the task force could present its report to the Director, the Congress, at the request of various national charities, adopted permanent legislation for the CFC in the Treasury, Postal Service, and General Government Appropriations Act for FY 1988 (P.L. 100-202). This legislation attempted to deal with some of the major problems that OPM had identified during the course of the meetings and discussions during the past year and a half.

Public Law 100-202 required OPM to review the formula for distributing undesignated contributions based on the experience of the 1988, 1989, and 1990 CFC's. In 1990, OPM conducted eight public meetings around the country to hear from all interested parties, especially federal employees, on this topic. Final regulations were published in August, 1991 that provided for undesignated funds to be distributed to organizations in the same proportion as they received designations. In addition, three new general designation options for all participating organizations, all national/international organizations, and all local organizations were created. They have since been removed. A fourth general designation option for all international organizations was mandated by congressional legislation and still exists today. These regulations were effective with the 1992 campaign.

As a result of audits of local campaigns conducted by OPM's Office of the Inspector General and to reflect the experience of the previous eight campaigns, CFC regulations were revised in November, 1995. Eligibility and public accountability criteria for participating charities remains consistent with congressional guidelines. However, several administrative changes were made. Some of the more important revisions include:

- Clarification of procedural requirements for charitable organizations seeking
- participation in the CFC;
- Expanding local eligibility by defining and enumerating criteria for organizations that provide services on a statewide basis;
- Removing all general designation options not required by statute; and
- Expanding the solicitation methods and the pool of potential donors.

The 1999 Combined Federal Campaign currently consisted of 387 regional campaigns and the 1998 campaign receipts were \$206.4 million.

### The CFC Today - A Time for Transformation

The CFC today is known to be the most inclusive workplace giving campaign in the world with the number of participating charities estimated at over 20,000 nonprofit charitable organizations worldwide. The charities supported through the CFC range from nascent community groups to large, well-known charities.

Partnerships with nonprofit organizations are a core part of the CFC structure. In each of the 320 CFC areas throughout the country, local and national nonprofit organizations collaborate closely with committees of volunteer Federal employees to design marketing strategies for the campaign and to process the receipt and distribution of Federal employee contributions to the charities they choose. CFC also directly involves participating nonprofit organization leaders in the design of new policies and programs that are shaping the future

of the Combined Federal Campaign. These partnerships are promoting greater direct giving from Federal employees to local and national nonprofits while helping nonprofit organizations use these contributions to leverage financial resources from other sources. CFC campaigns are delineated geographically along county lines. While the structure of the campaign and parameters of responsibility established in the early 1980's remains essentially the same, an emerging trend is for greater collaboration among campaigns through the merging of local campaign operations and other arrangements. Each campaign is managed by a volunteer group of Federal employees who work with experienced nonprofit executives in their communities to generate contributions and distribute them to eligible charities. This partnership provides an opportunity for Federal workers to become involved in their communities and adds great value to the Combined Federal Campaign for both Federal employees and the participating nonprofit organizations.

The increase in the number of participating charities over the past decade has been great. The number of participating national Federations increased from 3 to 27 and the number of national and international charities has grown to over 1,600. Many federations also operate a network of local affiliated federations which participate in the CFC locally.

Today, the vast majority (75%) of the charities that participate in the campaign as national organizations do so as members of national Federations. While it is estimated that the total number of CFC participating charities in the country exceeded 20,000 in 2004, national organizations and Federations alone received over 45% of the \$256 million recorded in campaign contributions in 2004. Contributions have also increased steadily. Despite dramatic downsizing in the Federal workforce during the 1990's, the amount received in donor contributions rose steadily -- with half of the nearly \$5 billion in contributions raised since results were recorded in 1964 received in the last ten years since 1990. This upward trend in giving continues strong. In 2001 alone following the September 11 terrorist attacks, Federal donor's contributions rose by 8% over 2000 for a total of \$241 million, the largest increase in 12 years. By 2004, contributions increased to \$256 million. New opportunities abound with the use of new technology. What seemed impossible just a few years ago is now entirely possible and will be more commonplace five years from now. The proliferation of this technology campaign-wide presents a rare strategic occasion for the CFC to become an even more efficient campaign in the future. The CFC Program is endeavoring to bring these advances to donors as well. For example, nonprofits are lending their expertise in web-based philanthropy to bring new efficiencies to giving in the Federal workplace through the use automated giving.

# Your contribution helps save lives.

They come in all shapes and sizes. They add meaning, unconditional love and yes, fur, to our lives. Yet nearly 5,500 dogs and cats are killed every day in our nation's shelters, simply because they don't have safe places to call home.

Best Friends Animal Society believes each of these lives has value. Each is worth saving. We partner with more than 2,000 rescue groups and shelters across the country to create lifesaving programs and help pets find forever homes. Join us and together, we can **Save Them All**.

Combined Federal Campaign #42164

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**SAVE  
THEM  
ALL**

