MEMORANDUM FOR SENIOR PENTAGON LEADERSHIP
COMMANDERS OF THE COMBATANT COMMANDS
DEFENSE AGENCY AND DOD FIELD ACTIVITY DIRECTORS

SUBJECT: 2022 Department of Defense Combined Federal Campaign

Through the generosity of Department of Defense (DoD) personnel, postal employees, and other Federal employees and retirees, the Combined Federal Campaign (CFC) raised more than $80 million for local, national and international charities last year. The DoD community represented the largest portion of that total. I am requesting your assistance and visible leadership to ensure that this year’s CFC is equally successful.

This year’s CFC started on September 1, 2022 and will go through January 14, 2023. Support to the CFC presents a great opportunity to advance our objective of “Taking Care of Our People.” There are thousands of local, national, and international charities participating in the CFC again this year, including those that support our men and women in uniform, Veterans, and their families. I strongly request your leadership to show your support, help promote events, and encourage participation in a number of ways. Here is how you can help:

- Encourage civilian employees and Service members to serve in CFC roles, such as Loaned Executives, Keyworkers, Coordinators, Campaign Managers, and as members of the Local Federal Coordinating Committee. These positions provide leadership development opportunities in the areas of public speaking, project management, and leading people. Position descriptions are included in the attachment.

- Ensure all military and civilian personnel are notified of the opportunity to participate through payroll deductions, one-time gifts, and/or volunteering their time via GiveCFC.org. Your agency’s campaign manager will provide suggested language and materials for distribution.

- Provide CFC Outreach Coordinators, personnel selected by the U.S. Office of Personnel Management to promote the CFC throughout the Federal Government, access to your installations or offices to promote the CFC and conduct events.

Thank you in advance for exemplifying this year’s CFC theme – “Be the Face of Change.” For more information on the CFC, please contact the DoD Voluntary Campaigns Office Team Lead, Mr. Curtis Rumbaugh, at curtis.r.rumbaugh.civ@mail.mil or (571) 438-3996.

Attachment:
As stated
Combined Federal Campaign
Position Responsibilities

Local Federal Coordinating Committee Member:
• Represent DoD on committee comprised of representative from Federal agencies located within the local CFC zones.
• Conduct an effective and efficient campaign in a fair and even-handed manner aimed at collecting the greatest number of charitable contributions possible.
• Assist in the determination of eligibility of organizations applying to participate in the CFC as required and assigned by the U.S. Office of Personnel Management.
• Take appropriate measures to protect potential donors from coercion to participate in the campaign.
• Bring any allegations of potential donor coercion to the attention of the employee’s agency and provide a mechanism to review employee complaints of undue coercion in Federal fundraising.
• Assist in the hiring of a non-Federal Outreach Coordinator (OC) to provide local marketing support for the campaign, monitor the OC’s work, and review, approve and provide authorization to the Central Campaign Administrator for payments to the Outreach Coordinator based on contract deliverables.

Campaign Manager:
• Develop a campaign plan to ensure a fair and equitable campaign is run within all Federal and DoD regulations that ensures a 100% informed opportunity for all organization civilian employees and Service members to participate.
• Manage campaign logistics to include: recruiting organizational CFC Keyworkers; scheduling training; promoting electronic giving; developing a marketing strategy; managing special events; managing campaign pledge collections; and managing the awards program.
• Provide leadership with regular updates on progress, challenges, successes, and opportunities to recognize personnel performing exceptionally on behalf of the campaign.
• Continually monitor, evaluate, and adjust campaign strategies during the campaign to optimize success; provide constant feedback to the local CFC office.
• Ensure the campaign is conducted in accordance with all applicable OPM and ethics guidelines. This includes avoiding any appearance of improperly endorsing, or giving preferential treatment, to a specific charity.

Loaned Executive:
• Brief senior organizational leadership prior to the campaign and provide periodic progress updates throughout the campaign season.
• Conduct all required operational, technical, and administrative training for Campaign Managers and CFC Keyworkers.
• Manage delivery of campaign supplies and ensure campaigns maintain an adequate inventory of approved supplies for the duration of the campaign.
• Provide logistical support for CFC related special events to include liaison with representatives from charities in the local campaign.

• Assist the Campaign Manager with special event planning.

**Keyworker:**

• Ensure every Federal employee and Service member is aware of their opportunity to pledge through the CFC.

• Distribute CFC marketing materials, answers questions and provide instructions on how to make an online or paper pledge.

• Notify the Campaign Manager of any issues or questions that the Keyworker cannot address.