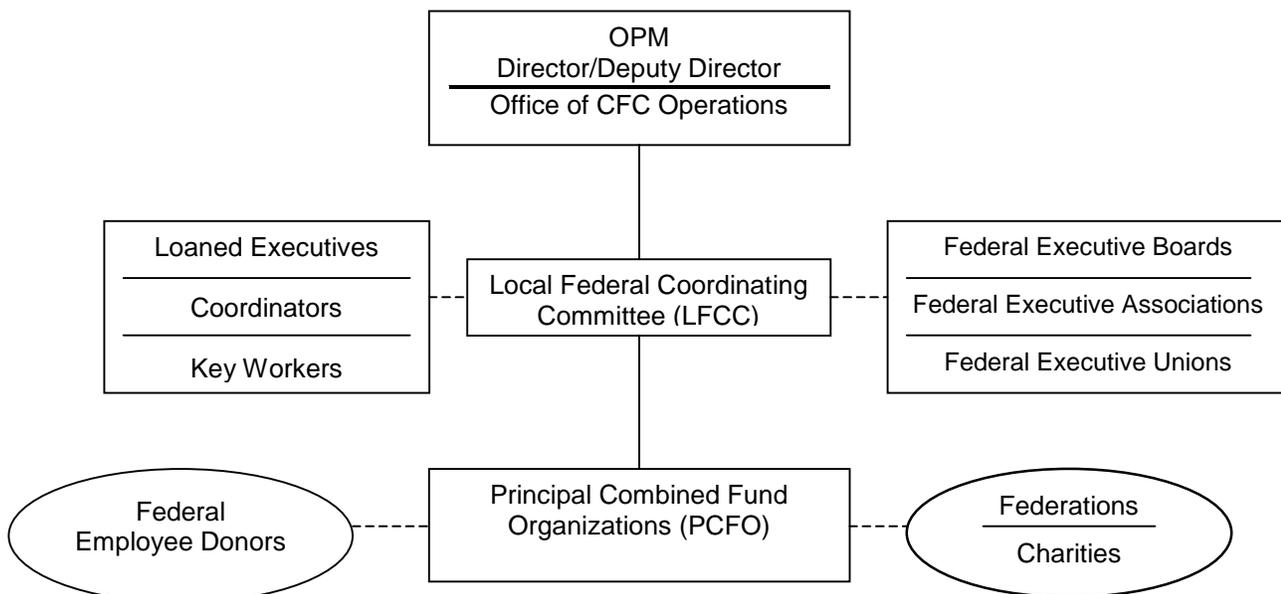


The Combined Federal Campaign Organizational Structure

The CFC is a national fund-raising campaign that coordinates giving through about 370 local campaigns in the United States and abroad. The giving process involves a partnership between local committees of Federal volunteers (LFCCs) and local nonprofit coordinating organizations (PCFOs). LFCCs oversee the solicitation of contributions from their fellow Federal workers. These contributions (either in cash or payroll deductions) are forwarded to PCFOs who distribute them to the charities designated by individual Federal donors. The national structure is supported by the Office of CFC Operations, located in the Office of Personnel Management (OPM) in Washington, D.C.

CFC's organizational chart appears below. A brief explanation of the functions of many of the entities shown on the chart that follows.

CFC Organization Chart



Director of the Office of Personnel Management (OPM) – OPM's Director has been given legal authority to make decisions about how CFC is structured and operated. OPM's Director and Deputy Director are directly involved in important policy decisions or initiatives affecting the campaign. As a practical matter, OPM's Director has delegated day-to-day operational responsibility for the

campaign to a component within her immediate office – the Office of CFC Operations.

Office of CFC Operations – CFC’s Operations Office directly supports and sets policy for the national and local campaigns. It also provides guidance when questions arise. The office is led by a career Federal executive who reports directly to OPM’s Director and Deputy Director. The Operations Office determines the geographical boundaries for local campaigns, reviews and approves (or disapproves) national and international applications for CFC’s annual campaigns, and handles appeals of disapproved applications. It also coordinates audits of PCFO operations and investigations into allegations of wrongdoing associated with CFC activities. The Office of CFC Operations’ Director works in partnership with local LFCC Chairs to assure strong and consistent leadership of CFC initiatives worldwide.

Local Federal Coordinating Committees – LFCCs provide leadership for local campaigns. These committees consist of local Federal workers who have agreed to act as stewards for local fundraising in the Federal workplace. The LFCC Chairperson participates in these activities and is also the primary point of contact for CFC’s Operations Office and the local PCFO. OPM regulations place responsibility for the management and oversight of the local CFC with the LFCC. In many locations, LFCCs are an organizational part of a Federal Executive Board (FEB) and/or work closely with the FEB or with Federal Executive Associations (FEAs.) LFCC Chairs work with their committee to choose a local PCFO by making sure that organizations eligible to perform this function are aware of the opportunity and are encouraged to apply. A decision about which organization will be chosen to serve as the PCFO is made after a careful review of the applicant organizations’ campaign plan, operating budget, and management and governance structure. Selection of a PCFO is an important annual task, since the LFCC is required to direct and oversee the PCFO’s performance and to handle problems that may arise in the course of its administration of CFC funds. The LFCC makes determinations about the eligibility of local charities (also called “voluntary agencies”) and nonprofit federations. Difficult problems that arise in the course of local eligibility determinations may be referred to CFC’s Operations Office for final resolution.

Principal Combined Fund Organization – PCFOs are nonprofit organizations selected by LFCCs to perform essential management functions for the CFC’s local campaign. These functions include the design, production and distribution of informational materials about the charities to which Federal employees may contribute and the pledge card on which Federal employees mark the amount of their contribution or pledge and designate the charities to which the money should be sent. The PCFO also trains Federal employees serving as CFC volunteers and makes disbursement of contributions to local charities approved for participation in CFC. One of the most important PCFO responsibilities is to work with Federal employees’ payroll offices to receive CFC contributions in the

form of paycheck deductions and forward these funds to designated charities throughout the campaign year. PCFOs that conduct other fundraising campaigns or receive contributions unrelated to CFC are required to keep separate records of CFC transactions for audit review and the LFCC's oversight.

Participating Charities (or "voluntary agencies") – These are the nonprofit organizations that are the ultimate beneficiaries of the fundraising campaign. To be eligible to participate in CFC each of these charities must have formally received a designation under 501(c)(3) of the Internal Revenue Code. Their application to participate in CFC must provide acceptable information about their auditing, governance and program functions, as specified in CFC's regulations. They must also provide a completed and signed copy of IRS Form 990 for their most recent fiscal year. To participate in a local CFC campaign a charity must be able to demonstrate that it has a "substantial" program presence within the campaign's (or an adjacent campaign's) geographical boundaries or within the state.

Federations (or National Federated Groups) – Charities may apply to participate in CFC individually (as an "unaffiliated organization"), or they may be represented by a "federation". A federation is a coalition of individual charities with similar missions that align to minimize administrative costs and coordinate activities. If a federation to which a charity belongs is approved for CFC participation the member charity need not apply individually. All CFC application and participation requirements that apply to individual charities also apply to federations. In addition, to participate in CFC, federations must demonstrate that they have at least 15 CFC-eligible members listed, have administrative and fundraising expenses of not more than 25% of their total support and revenue, and that their fundraising, administrative and governance practices meet CFC standards.

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