

**BY ORDER OF THE  
SECRETARY OF THE AIR FORCE**

**AIR FORCE INSTRUCTION 36-3101**

**9 OCTOBER 2018**



**Personnel**

**FUNDRAISING**

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This publication implements Department of Defense Instruction 5035.01 (16 February 2018), *Combined Federal Campaign, Fundraising Within the Department of Defense* and Air Force Policy Directive 36-31, *Personal Affairs*, 2 April 2012, and it instructs Air Force personnel on how to voluntarily contribute to charitable organizations at their workplaces. It also instructs Air Force personnel on how they may be permitted to raise funds for the benefit of other Air Force members and for organizations outside of the workplace. It has been developed in collaboration between the Deputy Chief of Staff for Manpower, Personnel, and Services (AF/A1), the Chief of the Air Force Reserve (AF/RE) and the Director of the Air National Guard (NGB/CF), and applies to all Regular Air Force members, members of Air Force Reserve Command, and members of the Air National Guard. Ensure that all records created as a result of processes prescribed in this publication are maintained in accordance with Air Force Manual 33-363, *Management of Records*, and disposed of in accordance with the Air Force Records Disposition Schedule in the Air Force Records Information Management System. Refer recommended changes or comments about this publication to the Office of Primary Responsibility, using Air Force Form 847, *Recommendation for Change of Publication*; route Air Force Forms 847 from the field through the appropriate functional chain of command. This publication may be supplemented at any level, but all supplements that directly implement this publication must be routed to the Office of Primary Responsibility for coordination, and all Major Command (MAJCOM)-level supplements must be approved by the Human Resource Management Strategic Board (HSB) prior to certification and approval. The authorities to waive wing/unit level requirements in this publication are identified with a Tier (“T-0, T-1, T-2, T-3”) number following the compliance statement. See Air Force Instruction 33-360, *Publications and Forms*

*Management*, for a description of the authorities associated with the Tier numbers. Submit requests for waivers through the chain of command to the appropriate Tier waiver approval authority, or alternately, to the Publication office of primary responsibility for non-tiered compliance items.

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Refer to attachment 1 for Glossary of References and Supporting Information

### ***SUMMARY OF CHANGES***

This publication updates roles and responsibilities, authorities to waive wing/unit level requirements, office symbols, and has been revised to remove acronyms and jargon. Additionally, chapters were created to clearly identify policy for the Combined Federal Campaign, Air Force Assistance Fund and requests for non-Combined Federal Campaign/ Air Force Assistance Fund support/fundraising activities.

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## Chapter 1

### PROGRAM OBJECTIVES

**1.1. The Air Force seeks to provide Airmen the opportunity to participate in voluntary charitable giving.** As such, the Air Force supports two major charitable fund raising campaigns. Airmen are offered the opportunity to support a large array of civilian charities through the Federal Government's annual Combined Federal Campaign. In addition, Airmen are also offered the opportunity to support affiliated Air Force charities through the annual Air Force Assistance Fund Campaign. As a result of endorsing only these two sponsored campaigns, the Air Force seeks to enhance the opportunity for voluntary giving while providing Airmen a reasonable expectation of not being continuously solicited in the work place. This instruction lays out the infrastructure for conducting the Combined Federal Campaign and the Air Force Assistance Fund. This instruction also provides guidance to ensure all giving is voluntary, to safeguard and disperse donations, and provides specific guidance to the affiliate charities. Lastly, this instruction provides guidance on other ad hoc fundraising that may be permissible on Air Force installations.

## Chapter 2

### ROLES AND RESPONSIBILITIES

#### 2.1. The Secretary of the Air Force (SAF/OS) and Chief of Staff (HQ USAF/CC):

2.1.1. Announce and endorse the annual Combined Federal Campaign and Air Force Assistance Fund campaigns in a joint action memorandum to commanders.

2.1.2. Approve Air Force Personnel Center's proposed dollar goal and a reasonable participation rate goal for the Air Force Assistance Fund Campaign, based on campaign results of recent years and other factors.

#### 2.2. The Deputy Chief of Staff, Manpower, Personnel & Services (HQ USAF/ A1):

2.2.1. Establishes fundraising policy for the Air Force through HQ USAF/A1S, Director of Services.

2.2.2. On an as needed basis, brings together the stakeholder functional communities, including AF/A1S (Services), the Air Force Personnel Center, SAF/FM (Financial Management), and AF/JA (Judge Advocate), to collaborate on implementation of Air Force Assistance Fund and other fundraising issues.

2.2.2.1. The Air Force Fundraising Team will provide advisory and consultative services, but will not assume responsibility for the daily operations of the Air Force Assistance Fund affiliate charities.

2.2.2.2. Air Force Fundraising Working Team. Each member of the Air Force Fundraising Team is equally responsible to oversee the lower-level Air Force Fundraising Working Team, which directly coordinates with the Air Force Assistance Fund affiliate charities. The Air Force Fundraising Working Team is chaired by the Director of Personnel Programs at the Air Force Personnel Center.

#### 2.3. Headquarters Air Force Personnel Center, Fundraising Office:

2.3.1. Coordinates the distribution of Air Force forms prescribed by this instruction.

2.3.2. Investigates allegations of fundraising violations and institutes corrective action. Coordinates or refers complaints about local fundraising to commanders for action in accordance with [paragraph 2.6.3.7](#)

2.3.3. Evaluates requests for Air Force-wide, off-the-job solicitations by charitable organizations and coordinates with appropriate approval authority or representative.

2.3.4. Communicates directly with the Office of Personnel Management director of Combined Federal Campaign, the Department of Defense fundraising program manager, and campaign chairman appointed by SAF/OS.

2.3.5. Supports the Combined Federal Campaign as outlined in [Chapter 3](#).

2.3.6. Administers the annual Air Force Assistance Fund campaign as outlined in [Chapter 4](#).

2.3.7. Suspends fundraising activities in areas of conflict, if appropriate. Resume normal fundraising practices, as appropriate, if hostilities end during the authorized time of the campaign.

#### **2.4. The Comptroller of the Air Force (SAF/FM):**

2.4.1. Appoints Deputy Assistant Secretary for Financial Operations (SAF/FMF) as the comptroller working team member of the Air Force Fundraising Team.

2.4.2. Deputy Assistant Secretary for Financial Operations (SAF/FMF):

2.4.2.1. Reviews the annual independently audited financial statements, submitted by the Air Force Assistance Fund affiliates, to ensure they comply with regulations (such as Title 5, Code of Federal Regulations, Part 950.203) and Generally Accepted Accounting Principles.

2.4.2.2. Reports potential issues, along with recommended solutions, to the chairperson of the Air Force Fundraising Team (AF/A1).

#### **2.5. The Defense Finance and Accounting Service:**

2.5.1. Defense Finance and Accounting Service, Cleveland Center:

2.5.1.1. Establishes individual Air Force Assistance Fund allotment accounts and monthly deductions and reconciles personnel accounts for retirees.

2.5.1.2. Disburses payroll allotments each month from retirees to the designated Air Force Assistance Fund activities.

2.5.1.3. Prepares and distributes an Air Force Assistance Fund Allotment Disbursement Report, RCS: HAF-DP (M) 9441, to the Air Force Personnel Center Fundraising Office.

2.5.2. Defense Finance and Accounting Service, Indianapolis Center:

2.5.2.1. Establishes individual allotment accounts and monthly deductions for annual campaigns and reconciles personnel accounts for active duty members (including Reserve Component members on extended active duty orders).

2.5.2.2. Disburses payroll allotments to the Air Force Assistance Fund activities, once a month for active duty military and once a pay period for civilian employees.

NOTE: For Defense Accounting Offices converted to the Defense Civilian Pay System, Defense Finance and Accounting Service- Indianapolis Center will assume these responsibilities for civilian employees.

2.5.2.3. Prepares and distributes a quarterly Air Force Assistance Fund Allotment Disbursement Report, RCS: HAF-DP (M) 9441, to the Air Force Personnel Center Fundraising Office.

#### **2.6. Installation Commanders:**

2.6.1. Organize and approve fundraising at the local level. Installation Commanders may delegate fundraising approval authorities to the Mission Support Group Commander. The authority to approve fundraisers may be further delegated to the Force Support Squadron Commander/Director (FSS CC/CL).

2.6.2. Installation and unit commanders may endorse both the Combined Federal Campaign (as an entirety) and Air Force Assistance Fund campaigns. Campaign reminders, updates and notice of significant events (e.g., Air Force Assistance Fund special fundraising events and Combined Federal Campaign information fairs) may be promulgated by official communications systems (including email).

2.6.3. Keep Fundraising Honest and Above-Board. Actions that do not allow free choices or create the appearance employees do not have a free choice to give or not to give, or to discuss their donations or to keep them confidential, are contrary to Air Force fundraising policy. Activities contrary to the non-coercive intent of Air Force fundraising policy are not permitted in campaigns. Installation commanders must:

2.6.3.1. Ensure contributions to fund drives are truly voluntary and that each contributor can give or not give confidentially without fear of censure or criticism. No employee may be coerced in any way to participate or contribute to the campaign. **(T-0)** The directives listed in Attachment 1, References, contain additional instructions on how to ensure that contributions are truly voluntary.

2.6.3.2. Not set 100 percent participation goals, individual dollar goals, individual quotas or individual assessments. **(T-0)** Further, local campaign (installation) participation goals are not to exceed the percentage rate set by the Secretary of the Air Force and Chief of Staff of the Air Force for that campaign year. The ultimate goal of both campaigns is 100 percent contact with Airmen – providing them the opportunity to give funds to causes that inspire them and facilitating such giving so as to minimize disruption in the workplace.

2.6.3.3. Ensure lists of non-contributors are not created. **(T-0)** Use contributor lists only for accountability and forwarding contributions. Ensure no lists are developed or used that distinguish between contributors and non-contributors. **(T-0)**

2.6.3.4. Ensure supervisors do not inquire about whether an employee chose to participate or not to participate or the amount of an employee's donation. **(T-0)** Supervisors may be given nothing more than summary information about the units or workforces they supervise.

2.6.3.5. Ensure that participation in campaigns is not used as a factor in performance appraisals. **(T-0)**

2.6.3.6. Resolve local complaints about fundraising practices according to Air Force Instruction 90-301, Inspector General Complaints Resolution. **(T-2)**

2.6.3.7. Commanders and supervisors may not create or support incentive programs (For example: leave/pass days, the wearing of civilian clothes in lieu of uniform days, drawings for use of normally reserved parking spots, etc.) that either provide a prohibited incentive or would act to advertise which unit members contributed to the fundraising campaign or event. Limited special events (e.g., Hawaiian shirt day) may be held to increase awareness of the fundraising campaign or event, but all unit members must be free to participate in the event regardless of their contribution status.

2.6.4. Identify the Workplace. Installation commanders determine which areas of the installation are workplaces (e.g., offices, hangars, flight line) and which are common areas



(e.g., base quarters, entrances, lobbies, concourses or break areas of buildings, schools, chapels). Installation commanders will use this standard to evaluate any local fundraising requests. **(T-0)**

**2.7. Military Personnel Flight, Customer Support:** Military Personnel Flight, Customer Support will review applications for ad hoc fundraising events and forward them to the installation commander for a decision through base Staff Judge Advocate. **(T-3)** Civilian Personnel Offices forward applications received to Military Personnel Flights. Note: Installation Commander may delegate, in writing, fundraising approval authority to the Mission Support Group Commander, but no lower than the Force Support Squadron Commander.

## Chapter 3

### COMBINED FEDERAL CAMPAIGN POLICY

#### 3.1. Office of Personnel Management:

3.1.1. Sets the dates and goals for the local Combined Federal Campaign within the timeframe set in Title 5, Code of Federal Regulations, Part 950.102(a), beginning no earlier than 1 September and ending no later than 15 January.

3.1.2. Organizes the campaign per Title 5, Code of Federal Regulations, Part 950, Solicitation of Federal Civilian and Uniformed Service Personnel for Contributions to Private Voluntary Organization.

#### 3.2. Air Force Personnel Center:

3.2.1. Announces the annual Combined Federal Campaign to the field with general guidance, contact information and the signed joint signature (Secretary of the Air Force and Chief of Staff of the Air Force) kickoff memorandum.

3.2.2. Advises Combined Federal Campaign Installation project officers on general fundraising policies.

#### 3.3. Installation Commanders:

3.3.1. Appoint an officer, senior noncommissioned officer or civilian employee (GS-7 and above) to act as the Installation Project Officer for the annual Combined Federal Campaign. An assistant Installation Project Officer is recommended as well.

3.3.2. Commanders of the Combatant Commands (outside Continental United States) must publicize requirements for Family Support and Youth Programs to annually apply to be on the national Combined Federal Campaign charity list. Commanders will sign and approve the application letters at the base or command level. **(T-3)**

3.3.3. May certify the Family Support and Youth Activities located on their installation as meeting eligibility criteria. The Activity must be a non-profit, tax-exempt organization that provides family service programs or youth activity programs to personnel in the command and be a Non-Appropriated Fund Instrumentality. The Activity must not receive a majority of its financial support from appropriated funds for inclusion in the Combined Federal Campaign charity list. **(T-0)**

3.3.4. Support campaign goals. An overall campaign goal may be announced to encourage voluntary participation through voluntary contributions by all Air Force personnel. **(T-0)**

3.3.5. Endorse the Combined Federal Campaign by letter or memorandum and review the campaigns as they progress. **(T-3)**

3.3.6. Support the Combined Federal Campaign by nominating members to serve on the Local Federal Coordinating Committee. **(T-1)**

3.3.7. Provide the Local Federal Coordinating Committee with information on installation strength and payroll to help them establish local Combined Federal Campaign goals. **(T-2)**

3.3.8. The following apply to the Combined Federal Campaign:

3.3.8.1. The Combined Federal Campaign relies on payroll and individual monetary contributions by check (no cash) or credit card. Individuals may also contribute to charities by contributing volunteer hours (option on the contribution form). Military members seeking approval to perform volunteer hours during normal duty hours are subject to the provisions of Air Force Instruction 36-3003, Military Leave Program, and require approval from their supervisor/commander. Civilian employees must obtain supervisory approval to change their work schedule or apply time-off provisions of Air Force Instruction 36-815, Absence and Leave. Visit [www.OPM.gov](http://www.OPM.gov) for more information.

3.3.8.2. The installation commander ensures organizations that receive contributions from the Combined Federal Campaign do not further solicit Air Force personnel at the workplace. **(T-0)**

3.3.8.3. Do not permit solicitation or coercion of employees by their supervisor or by any individual in their supervisory chain of command. **(T-0)**. This does not prohibit the head of an agency to encourage participation in the Combined Federal Campaign generally at the campaign kick-off and to demonstrate his/her support of the Combined Federal Campaign in routine communications with Federal employees.

3.3.9. Ensure only limited ad hoc fundraising takes place during the Combined Federal Campaign and does not detract from or interfere with the Campaign. Because of the annual timing of the campaign, ad hoc fundraising to support unit holiday parties is specifically allowed during the Combined Federal Campaign. The installation commander, or their delegate, is the approval authority for any ad hoc fundraising activities during the Combined Federal Campaign. Guidance for ad hoc fundraising are outlined in **Chapter 5**. **(T-3)**

#### **3.4. Unit Commanders:**

3.4.1. Must appoint a Unit Project Officer to plan and conduct the Combined Federal Campaign at the unit level. **(T-1)** An assistant Unit Project Officer is recommended as well.

3.4.2. Must appoint a key person for each 25 to 50 employees. **(T-3)**

3.4.3. Must participate in the local Continental United States or overseas area Combined Federal Campaign, including tenant or Geographically Separated Units. **(T-2)**

#### **3.5. Installation Project Officers:**

3.5.1. Develop campaign objectives, themes, strategies, and schedules in partnership with and by direction of the Local Federal Coordinating Committee.

3.5.2. Procure campaign materials and aids from the Local Federal Coordinating Committee or from the Outreach Coordinator, as determined locally. The use of campaign aids and effective campaign promotion/marketing can significantly improve the overall results of a campaign. Authorized campaign aids are made available through the Outreach Coordinator and promotional activities include, but are not limited to the following:

3.5.2.1. Publicity items such as balloons and posters.

3.5.2.2. Goal board displays showing achievement of organizations participating in the campaign.

3.5.2.3. Charts and/or reports and analyses of campaign progress; memorandums of endorsement by organization leaders that provide general information about, generate interest in, and show support for the campaign; and news stories/articles for installation publications, websites and/or local newspapers.

3.5.2.4. Recognition and/or presentation of campaign awards earned by individuals for outstanding service to the campaign. Such awards should not become commonplace for serving key workers. No recognition awards may be given to organizations or charities (or their employees and volunteers) including those that attend unit information fairs.

3.5.2.5. Speeches and/or addresses and/or public appearances made, throughout the campaign, by organization leaders to present campaign information, to encourage participation, and to promote community support through voluntary giving.

3.5.2.6. Automated/electronic communication/marketing to widely promote the campaign.

3.5.3. Hold a kickoff rally and/or media event.

3.5.4. Maintain, destroy, and/or turn in campaign materials according to Local Federal Coordinating Committee instructions. Return installation-owned thermometer boards, etc., to the owning agency upon completion of the campaign period.

3.5.5. Do not solicit or accept cash or other donated items from Non-Appropriated Fund programs, including the Army and Air Force Exchange Service. **(T-1)**

3.5.6. Identify and resolve campaign difficulties. **(T-3)**

3.5.7. Organize and train the campaign staff. **(T-3)**

3.5.8. Use of Appropriated Funds/Resources. The use of appropriated funds is limited to expenses related to kickoff events, information fairs, and award ceremonies for Combined Federal Campaign, and should not be directly involved in fundraising. After any kick-off event, only educational awareness and promotional events (i.e., information fairs) can be conducted. No collective fundraising events may be held although pay allotment forms may be collected by key persons at information fairs. Preferential treatment for a specific organization or charity must be avoided. **(T-0)**.

3.5.8.1. The Office of Personnel Management maintains a list of organizations and charities that are interested in attending such information fairs. Coordination of these charities is worked through the Outreach Coordinators.

3.5.8.2. The use of appropriated funds for personal gifts, food, or any other item or activity that is not essential to support the Combined Federal Campaign, is not authorized.

3.5.9. Submit Combined Federal Campaign reports to the Local Federal Coordinating Committee. Provide information copies to the Installation and host Major Command commander if requested. **(T-0)**

3.5.10. Educational and advertising materials received from the participating charity organizations may be maintained in unit common areas.

3.5.11. Encourage key workers to solicit employees at duty locations (desk-to-desk solicitations).

### **3.6. Unit Project Officers should:**

3.6.1. Organize, train, and supervise key workers. Execute the campaign in accordance with the current Campaign Plan.

3.6.2. Distribute campaign materials and information.

3.6.3. Verify the accuracy of each key worker's report and deposit or forward all funds to the appropriate reception point.

### **3.7. Campaign Key Workers/Persons should:**

3.7.1. Attend training, kick-off, and motivational events. Execute campaign duties in coordination with Outreach Coordinator. **(T-3)**

3.7.2. Contact each assigned member individually to explain the purpose of the Combined Federal Campaign and to answer questions. **(T-3)**

3.7.3. Provide potential contributors to the Combined Federal Campaign a contribution pledge form and/or contribution website information sheet per Local Federal Coordinating Committee guidance. **(T-3)**

3.7.4. Deliver contribution forms and checks to the reception point designated by the Installation Project Officers. Installation Project Officers will mail pledges in pre-addressed envelope. **(T-3)**

3.7.5. Accept contributions designated to organizations listed in the Combined Federal Campaign Charity Listing. Key Workers may not accept "write-in" designations, for organizations not listed in the Charity Listing. **(T-3)** New employees have 30 days to initiate a new pledge if they desire (even if hired outside the campaign period).

3.7.6. Accept pledge forms (payroll allotment contributions must be designated). **(T-0)**

3.7.7. Accept Combined Federal Campaign allotments from separating and retiring members even when the member has pledged for more months than are left in the member's service commitment or enlistment. Defense Finance and Accounting Service will cancel any remaining Combined Federal Campaign allotments when members separate/retire. **(T-3)**

3.7.8. Accept Combined Federal Campaign allotments from active duty and civilian Air Force members, including Guard or Reserve members and civilian employees. **(T-3)**

3.7.9. Tell Combined Federal Campaign contributors that allotments will start in the January immediately following the campaign.

3.7.10. Ask contributors to specify the dollar amount per month they wish to contribute. The maximum allotment term is 12 months, the minimum is 3 months. The minimum amount of the allotment will not be less than \$1 per month.

### **3.8. Soliciting for Combined Federal Campaign.**

3.8.1. As the primary method for raising funds for the Combined Federal Campaign, Installation Project Officers, Unit Project Officers, and Key Workers solicit Regular Air Force, Air Reserve Component members, and civilian employees at their duty locations for

contributions by payroll deduction, check or credit card (credit card contributions are accepted on the website), and/or volunteer hours.

3.8.2. Eligible Combined Federal Campaign contributors.

3.8.2.1. Current Federal civilian and active duty military employees may make contributions using payroll deduction, check or credit card and/or volunteer hours; or by electronic means, including credit/debit cards and e-checks, as approved by the Director, Office of Personnel Management.

3.8.2.2. Contractors may not participate via payroll deduction in the Combined Federal Campaign, but may make single contributions by check or credit card.

**3.9. Privacy of Campaign Records.** Campaign personnel must safeguard a contributor's privacy. **(T-0)**

3.9.1. Campaign personnel will not disclose or use information from the contributors' forms for purposes other than payroll accounting or program administration. **(T-0)**

3.9.2. Campaign personnel will safeguard the contributors' right to make contributions online, in sealed envelopes, to personally take their contributions to the Unit Project Officer or Installation Project Officers, or mail directly to the Combined Federal Campaign Processing Center (address is found on contribution form). **(T-3)**

3.9.3. Use of Official Mail to administer the Combined Federal Campaign in accordance with DoDI 4525.08\_AFI 33-365, Department of Defense Official Mail Management (7 October 2015) is authorized.

## Chapter 4

### AIR FORCE ASSISTANCE FUND

**4.1. Air Force Assistance Fund.** The Air Force Assistance Fund campaign supports the four official and affiliate charities of the United States Air Force: Air Force Aid Society; Air Force Village Charitable Foundation; Air Force Enlisted Village; and the General and Mrs. Curtis E. LeMay Foundation.

**4.2. Air Force Personnel Center/Air Force Assistance Fund Central Accounting Office (AFPC/DP3SA):**

4.2.1. Sets Air Force Assistance Fund installation goals based on Secretary of the Air Force/Chief of Staff of the Air Force overall goal.

4.2.2. Announces the annual Air Force Assistance Fund campaign dates, publishes the campaign plan, materials, goals, and suggested giving guides.

4.2.3. Serves as the liaison between affiliate charities and the Air Force Departmental Publishing Office to arrange delivery and storage of affiliate brochures, posters and other materials provided by the affiliate charities.

4.2.4. Determines how much of the Air Force Assistance Fund campaign dollar goal each installation should aim for, based on population serviced by the Military Personnel Flight. The monetary goals and participation percentage are both approved annually by the Secretary of the Air Force and Chief of Staff of the Air Force.

4.2.5. Develops a suggested-giving guide for the Air Force Assistance Fund campaign.

4.2.6. Announces the annual Air Force Assistance Fund campaign to retirees, in partnership with Headquarters Air Force Personnel Center, Airman and Family Sustainment Branch, through inclusion of a retiree pay deduction authorization form, along with an accompanying article, in the retiree newsletter (before the start of the campaign when practical).

4.2.7. Serves as the central receipt and accounting office or Central Accounting Office for Air Force Assistance Fund campaign funds. Collects cash/check/money order contributions from Installation Project Officers, retirees, and other sources.

4.2.8. Maintains an Air Force Assistance Fund bank account, deposits campaign funds, and assists the Air Force Assistance Fund Executive Committee to distribute funds to the designated affiliate organizations. Distribution of undesignated funds will be done in the same percentage as designated funds for each of two major categories: Active Duty/Base Campaign designations; and Retiree/Other direct-mail designations.

4.2.9. Requests/receives and compiles disbursement reports from the Defense Finance and Accounting Service Indianapolis Center and Defense Finance and Accounting Service Cleveland Center. Provides updated reports to affiliates as received, and works with independent auditors to verify reported actual disbursements to the affiliates.

4.2.10. Maintains the current Memorandum of Agreement between the Air Force and the affiliate charities of the Air Force Assistance Fund. The signature authority for this memorandum is the HQ AFPC/CC, the HQ AFPC/CA, or Director of Staff.

4.2.11. Prepares annual financial statements that accurately reflect all monetary transactions occurring in the previous Air Force Assistance Fund fiscal year of 1 Nov – 31 Oct.

#### **4.3. Air Force Assistance Fund Executive Committee:**

4.3.1. Consists of four personnel assigned within Air Force Personnel Center. The Branch Chief of the Fundraising Office will set Executive Committee appointment and policy by means of a policy memorandum. The Branch Chief may collaborate with other Branch and Division Chiefs to fill the Executive Committee positions to provide good management controls.

4.3.2. Serves as funds disbursement authority for the Central Accounting Office. Any funds being disbursed from the Air Force Assistance Fund bank account must be disbursed by authorization of no fewer than two of the Executive Committee members.

4.3.3. Will audit the Central Accounting Office annual financial statements in accordance with the current policy letter and Air Force Assistance Fund Money Handling Handbook maintained by the Central Accounting Office Accountant/bookkeeper.

**4.4. Military Personnel Flight, Customer Support:** Military Personnel Flight Customer Support will store campaign materials and distribute to the appointed Installation Project Officers prior to the start of the next campaign. **(T-2)**

#### **4.5. Major Command, Field Operating Agency, and Direct Reporting Unit Commander:**

4.5.1. Host commands conduct the Air Force Assistance Fund campaign. Major Commands that own bases participate in campaign goals and reports. Major Commands, Field Operating Agencies, and Direct Reporting Units that do not own base, have oversight responsibility only. All tenant organizations with personnel serviced by the resident Military Personnel Flight participate in the local installation campaign, regardless of Major Command affiliation.

#### **4.6. Installation Commanders:**

4.6.1. Appoint an officer, senior noncommissioned officer, or civilian employee (GS-7 and above) to act as the Installation Project Officer and an Assistant Installation Project Officer for the annual Air Force Assistance Fund campaigns. **(T-2)** Additionally, installation commanders appoint an auditor for the annual Air Force Assistance Fund campaign, ideally a Senior Non-Commissioned Officer/officer from the Comptroller Squadron. **(T-2)**

4.6.2. Support campaign goals. An overall campaign goal may be announced to encourage voluntary participation through voluntary contributions by all Air Force personnel. Dollar goals may be established for installations/activities and units. The installation goal may be divided equitably among activities and units that are large enough to provide confidentiality to individual unit members.

4.6.3. Endorse the Air Force Assistance Fund campaigns by letter or memorandum and review the campaigns while in progress.

4.6.3.1. Approve requests from Installation Project Officers for extensions to the Air Force Assistance Fund campaign. Require Installation Project Officers to notify the Air Force Assistance Fund Central Accounting Office of the extension and new end-date. **(T-1)**



4.6.3.2. Determine local criteria for giving Air Force Assistance Fund campaign awards. **(T-2)**

4.6.3.3. Ensure the Installation Project Officers meets report suspense dates, turns in allotment authorizations to the installation finance facility weekly, and submits the closing End-Of-Campaign Funds Transfer and Audit Report by the suspense date established in the current year Air Force Assistance Fund Campaign Plan. **(T-1)**

4.6.4. Keep Fundraising Honest and Above-Board. The following apply to the Air Force Assistance Fund Campaign:

4.6.4.1. Protect Air Force Assistance Fund funds from loss and fraud. Use the accountability procedures in the campaign plan and ensure that no single individual has complete control over all phases of accounting: receipting cash, making deposits, and final disbursements. **(T-3)**

4.6.4.2. Appoint a disinterested Senior Non-Commissioned Officer/officer (preferably a Financial Services professional) to examine and certify the accuracy of the Air Force Assistance Fund campaign funds and records. **(T-3)**

4.6.4.3. Request an Office of Special Investigations investigation when fraud or theft of Air Force Assistance Fund funds is suspected, or contributions have disappeared. Send the investigating officer's report through channels to the appropriate Major Command/Field Operating Agency/Direct Reporting Unit and HQ AFPC/DP3SA, 550 C Street West, JBSA-Randolph, TX 78150 or [dpsoof.votingFund@us.af.mil](mailto:dpsoof.votingFund@us.af.mil). **(T-2)**

4.6.4.4. Ensure organizations that receive money from the Air Force Assistance Fund do not further solicit Air Force personnel at the workplace. **(T-0)**

4.6.4.5. Do not permit solicitation or coercion of employees by their supervisor or by any individual in their supervisory chain of command. This does not prohibit the head of an agency from leading a campaign kick-off event and to demonstrate his/her support of the Air Force Assistance Fund in routine communications with Federal employees.

4.6.5. Ensure only limited ad hoc fundraising takes place during the Air Force Assistance Fund Campaign and does not detract from or interfere with the Campaign. The installation commander, or their delegate, is the approval authority for any ad hoc fundraising activities during the Air Force Assistance Fund campaign. Guidance for ad hoc fundraising are outlined in **Chapter 5**. **(T-3)**

4.6.6. Ensure contributions garnered from Special Events to benefit the annual Air Force Assistance Fund campaign are designated to specific charities if specified by donors. If unspecified, units, work centers, or groups of Airmen conducting special fundraising events will include in their advertisements/ brochures that donations will be disbursed to the four affiliate Air Force Assistance Fund charities in the same percentage as the current Air Force Assistance Fund fiscal year's designated donations (not in a 25 percent per charity even split as may otherwise be assumed). **(T-3)**

4.6.7. Joint Base Campaigns and Campaign Structure. Air Force installation/wing leadership may choose to coordinate campaign efforts with sister service agencies sharing the joint base location(s) to run concurrent, but separate, campaigns with the Army Emergency Relief and/or Navy-Marine Corps Relief Society campaigns.

4.6.7.1. Joint base locations with individual bases/posts sharing real estate, are within four miles of each other, and are all serviced by the same Military Personnel Flight, will run one single campaign under the standard Installation Project Officer and Assistant Installation Project Officer configuration. The Air Force host wing or group will administer the campaign in support of all Air Force units/individuals supported by the base Military Personnel Flight, regardless of Major Command affiliation.

4.6.7.2. Joint base locations where individual bases/posts are separated by more than four miles and have their own servicing Military Personnel Flight will assign a lead Installation Project Officer to maintain oversight and serve as liaison to the host installation commander. However, each individual location will run a separate campaign with a separate set of Installation Project Officers (Primary and Assistant). Each base/post campaign will be responsible to canvas all units/individuals serviced by their Military Personnel Flight, regardless of Major Command affiliation. This will ensure the span of control is maintained and appropriate management internal controls are employed to limit movement of cash, checks, and contribution forms containing personally identifiable information.

#### **4.7. Unit Commanders:**

4.7.1. Must appoint a Unit Project Officer to plan and conduct the Air Force Assistance Fund at the unit level **(T-1)**. An assistant Unit Project Officer is recommended as well.

4.7.2. Must appoint a key person for each 10 to 20 employees. **(T-3)**

4.7.3. Must participate in the host-installation Air Force Assistance Fund campaign, if a tenant or Geographically Separated Unit. **(T-2)**

#### **4.8. Installation Project Officers:**

4.8.1. Run the Air Force Assistance Fund Campaign in accordance with the current year Air Force Assistance Fund Campaign Plan provided by Air Force Personnel Center. **(T-1)**

4.8.2. Contact the Air Force Assistance Fund Central Accounting Office at [dpsoof.votingFund@us.af.mil](mailto:dpsoof.votingFund@us.af.mil) for questions not covered in the campaign educational materials. **(T-1)**

4.8.3. Procure Air Force Assistance Fund campaign materials, aids and instructions from the base Military Personnel Flight, Customer Support Section. The use of campaign aids and effective campaign promotion/marketing can significantly improve the overall results of a campaign. Authorized campaign aids and promotional activities include, but are not limited to the following:

4.8.3.1. Publicity items such as balloons and posters.

4.8.3.2. Goal board displays showing achievement of organizations participating in the campaign.

4.8.3.3. Charts and/or reports and analyses of campaign progress; memorandums of endorsement by organization leaders that provide general information about, generate interest in, and show support for the campaign; and news stories/articles for installation publications, websites and/or local newspapers.

4.8.3.4. Recognition and/or presentation of campaign awards earned by individuals for outstanding service to the campaign. Such awards should not become commonplace for serving key workers. No recognition awards may be given to the employees or volunteers of the four affiliate charities.

4.8.3.5. Speeches and/or addresses and/or public appearances made, throughout the campaign, by organization leaders to present campaign information, to encourage participation, and to promote community support through voluntary giving.

4.8.3.6. Automated/electronic communication/marketing to widely promote the campaign.

4.8.4. Hold a kickoff, mid-point, or end-of-campaign rally and/or media event.

4.8.5. Maintain and destroy campaign records according to Air Force Instruction 33-363. **(T-2)**

4.8.6. Do not accept cash or other assets from non-appropriated fund programs. **(T-1)**

4.8.7. Identify and resolve campaign difficulties. **(T-1)**

4.8.8. Organize and train the campaign staff. **(T-1)**

4.8.9. Use of Appropriated Funds/Resources. The use of appropriated funds is limited to expenses related to kickoffs, rallies, victory events, award ceremonies, and other similar events building support for the Air Force Assistance Fund Campaign, but that are not directly involved in fundraising.

4.8.10. Project officers may conduct innovative promotional events and activities such as car washes, carnivals, bake sales, or athletic events during the campaign period if (1) approved by the installation commander; (2) appropriated funds are not used to support; and (3) the events are consistent with the Joint Ethics Regulation provisions on logistical support to fundraising events. For these approved special fundraising events, the project officers must do one of the following: allow donors to designate their money to any of the four affiliate Air Force Assistance Fund charities, or advise donors that their donation will be counted as an “undesigned contribution” to the Air Force Assistance Fund to be allocated between the charities in the same percentage as designated funds. **(T-3)**

4.8.11. Accept Air Force Assistance Fund unsolicited contributions from Non-Federal Entities and installation-recognized Private Organizations. **(T-1)**

4.8.12. Develop campaign objectives, themes, strategies, and schedules. **(T-1)**

4.8.13. Report results per the current Campaign Plan. **(T-1)**

#### **4.9. Unit Project Officers:**

4.9.1. Organize, train, and supervise key workers. **(T-3)**

4.9.2. Execute the campaign in accordance with the current Campaign Plan. **(T-3)**

4.9.3. Distribute campaign materials and information. **(T-3)**

4.9.4. Verify the accuracy of each key worker’s report and deposit or forward all funds to the appropriate reception point. **(T-3)**

4.9.5. Report campaign progress and final results to the Installation Project Officers. **(T-1)**

4.9.6. Turn in cash and payroll deduction plan contributions to the host Installation Project Officers, if a tenant or Geographically Separated Unit. **(T-3)**

#### **4.10. Campaign Key Workers/Persons will:**

4.10.1. Execute campaign duties according to the current Air Force Assistance Fund Campaign Plan. **(T-3)**

4.10.2. Attend training, kick-off, and motivational events. **(T-3)**

4.10.3. Contact each member individually to explain the services of the charities and to answer questions. **(T-3)**

4.10.4. Provide a brochure listing the eligible organizations to each assigned member. **(T-3)**

4.10.5. Collect and account for all contributions and process confidential contributions. **(T-3)**

4.10.6. Deliver monies and contribution forms to the reception point designated by the Installation Project Officers. **(T-3)**

4.10.7. Must complete AF Form 2561, Contributions to Air Force Assistance Fund, for each Air Force Assistance Fund contribution. **(T-1)** This form receipts cash contributions and sets up payroll allotment deductions.

#### **4.11. Soliciting for the Air Force Assistance Fund.**

4.11.1. As the primary method for raising funds for the Air Force Assistance Fund, Installation Project Officers, unit project officers, and key workers solicit active duty military; retirees; non-extended active duty reservists; and Air National Guardsmen at their duty locations.

4.11.2. In addition to the installation project officer, it is permissible for units, work centers and groups of Airmen to also conduct special events to raise funds for the Air Force Assistance Fund campaign during the campaign period. Special events will be conducted in accordance with **paragraph 4.8.10** Units or organizations apply the proceeds from these additional activities, as well as contributions from other authorized sources, toward the campaign goal. All funds raised must be donated to Air Force Assistance Fund general campaign if the event is held during the annual campaign period. **(T-1)** Outside of the campaign period, unit unofficial activities may raise funds for their unit-specific goals (e.g., to raise funds for a unit Military Ball) and may also choose to donate a portion of the donations to the Air Force Assistance Fund campaign.

4.11.3. Eligible Air Force Assistance Fund contributors.

4.11.3.1. Military members. United States Air Force members (Active, Guard, Reserve) may be actively solicited. Contributions may be cash, check, money order, or by payroll deduction. Payroll deduction amounts must be a minimum of \$1 per month. The allotment period can be for 3 to 12 months (June through May). Guard and Reserve members must be on extended active duty for a period of no less than three months to contribute via payroll deduction so the minimum allotment period of three months is attained. Other-service military members may contribute unsolicited cash/check contributions. **(T-0)**

4.11.3.2. United States Air Force retirees (including retirees working as government civilians) may be solicited. The term for Retiree Air Force Assistance Fund allotments is 12 months (July through June). The minimum retiree deduction for an Air Force Assistance Fund affiliate is \$1 per month. Installation Project Officers, Unit Project Officers, key persons, retiree activities offices, and the Air Force Assistance Fund affiliates may solicit retirees, not working as civilian employees, through local publicity, retiree newsletters, media, or direct mail. A retiree's home address may not be given to the Air Force Assistance Fund affiliates for any reason, unless the retiree gives proper authorization. **(T-0)**

4.11.3.3. Other-service retirees may not be solicited, but may donate cash, check or payroll deduction contributions. **(T-0)**

4.11.3.4. Do not solicit Civil Service employees, but key workers may accept unsolicited cash or check contributions from civilian employees and solicited contributions from civilian employees who were contacted in their retiree status. **(T-0)**

4.11.3.5. Contractors may not participate in the Air Force Assistance Fund Campaign (except as retirees) except that they may make unsolicited cash donations and may purchase items/services of value at unit special events such as bake sales, car washes, etc. **(T-0)**

#### **4.12. Air Force Assistance Fund Affiliate Requirements.**

4.12.1. Eligibility Requirements for Air Force Assistance Fund Affiliates. To qualify as an Air Force Assistance Fund affiliate, an organization must meet all five of the following requirements:

4.12.1.1. Be nonprofit, tax-exempt, and eligible for charitable contributions or gifts as defined in Title 26, U.S. Code part 170; **(T-0)**

4.12.1.2. Additional charities seeking Air Force Assistance Fund affiliation must be approved for affiliation by the Secretary of the Air Force after coordination with the Office of Secretary of Defense and the Washington Headquarters Services. **(T-1)**

4.12.1.3. Offer services throughout the Air Force and define the criteria it uses to determine who is eligible for assistance; **(T-0)**

4.12.1.4. Conduct a program that provides health and welfare services to individual Air Force members and their families; **(T-0)**

4.12.1.5. Provide a human welfare service to the Air Force community that does not duplicate the services of existing Air Force Assistance Fund affiliates; and **(T-1)**

4.12.1.6. Use Air Force Assistance Fund funds for its announced purposes. **(T-0)**

4.12.2. Using Air Force Assistance Fund Contributions. Air Force Assistance Fund affiliates use contributions for:

4.12.2.1. Direct support for a military spouse in bona fide need (widow, widower), or Air Force retiree in need, including house expenses, or expenses associated with relocating to an Air Force Assistance Fund affiliated home.

- 4.12.2.2. Fundraising administration (limited to 5 percent of funds), including printing, postage, and administrative staff, telephone service, etc., used to answer questions that concern the Air Force Assistance Fund Campaign.
- 4.12.2.3. The annual Air Force Assistance Fund campaign educational materials.
- 4.12.2.4. Loans and grants to Air Force members and their dependents to meet emergencies and educational expenses.
- 4.12.2.5. Deposits to investment accounts for future affiliate income to support their stated purposes.
- 4.12.2.6. Uses stipulated in separate Air Force instructions (see [Attachment 1](#)).
- 4.12.3. Non-discrimination by Air Force Assistance Fund Affiliates. Affiliate organizations must not discriminate on the basis of race, color, religion, sex (including pregnancy and sexual orientation), national origin, age, or political affiliation in staffing, providing services, and appointing members to the board of directors or trustees. **(T-0)**
- 4.12.4. Air Force Assistance Fund Affiliate Budget and Accounting.
- 4.12.4.1. Accounting Systems. Affiliates use financial accounting and budgeting systems that are acceptable according to Generally Accepted Accounting Principles. **(T-0)**
- 4.12.4.2. Annual Budget. Each Air Force Assistance Fund affiliate must conduct its fiscal operations according to a detailed annual budget that its board of directors or trustees approves.
- 4.12.5. Air Force Assistance Fund Reports.
- 4.12.5.1. The Air Force Assistance Fund Allotment Disbursement Report (RCS: HAF-DP(M) 9441). Defense Finance and Accounting Service-Indianapolis Center and Defense Finance and Accounting Service-Cleveland Center prepare the Air Force Assistance Fund Disbursement Report and send it to AFPC/DP3SA monthly. The report includes a breakdown of active duty and retiree) allotments, respectively, listing the number of items (allotments) and dollar amount disbursed to each affiliate (include the affiliate's name and company code) during the calendar month. Defense Finance and Accounting Service-IN sends part I, which covers active duty Air Force Assistance Fund allotments disbursed to Air Force Assistance Fund affiliates. Defense Finance and Accounting Service-CL sends part II, which covers retiree Air Force Assistance Fund allotments. This report is designated emergency status code C-3; continue reporting during emergency conditions, precedence delayed. Submit data requirements as prescribed, but they may be delayed to allow the submission of higher precedence reports. Submit by email to [dpsoof.votingFund@us.af.mil](mailto:dpsoof.votingFund@us.af.mil) or by non-electronic means (HQ AFPC/DP3SA, 550 C Street West, JBSA-Randolph, TX 78150), if necessary. **(T-0)**
- 4.12.5.2. Financial Statements. Each Air Force Assistance Fund affiliate must send annual financial statements to SAF/FMF and Air Force Personnel Center's Air Force Assistance Fund Central Accounting Office no later than 30 days from signature. **(T-1)** This report is not subject to Office of Management and Budget review under The Paperwork Reduction Act because it collects information from nine or fewer members of the public. Each Air Force Assistance Fund affiliate will confer with Air Force Personnel

Center to maintain a Memorandum of Agreement regarding reporting requirements that uphold Department of Defense and 5 Code of Federal Regulations Part 950 requirements. **(T-1)**

4.12.6. Annual Audit. Air Force Assistance Fund affiliates hire an independent certified public accountant to conduct an annual audit. Provide a copy of the audit, including auditor and management comments, to HQ AFPC/DP3SAF and SAF/FMF no later than 30 days after the independent auditor signs and provides the report to the affiliate charity.

**4.13. Privacy of Campaign Records.** Installation Project Officers, Key Workers, and Financial Services Offices may develop rosters for accounting and campaign reporting purposes only. Campaign personnel must safeguard a contributor's privacy. **(T-0)**

4.13.1. Campaign personnel will not disclose or use information from the contributors' forms for purposes other than payroll accounting or program administration. **(T-0)**

4.13.2. Campaign personnel will safeguard the contributors' right to make contributions in sealed envelopes or to personally take their contributions to the Unit Project Officer or Installation Project Officers. **(T-3)**

4.13.3. Using Official Mail. Fundraising personnel use official mail to administer the Combined Federal Campaign and Air Force Assistance Fund campaigns in accordance with DoDI 4525.08\_AFI 33-365, Department of Defense Official Mail Management (7 October 2015).

## Chapter 5

### REQUESTS FOR NON-AIR FORCE ASSISTANCE FUND/COMBINED FEDERAL CAMPAIGN FUNDRAISING ACTIVITIES/SUPPORT.

**5.1. Requests for Other Fundraising during campaigns.** Ad hoc fundraising efforts should generally not interfere with, or detract from, the Combined Federal Campaign or Air Force Assistance Fund Campaigns. However, because of the annual timing of the campaign, ad hoc fundraising to support unit holiday parties is allowed during the Combined Federal Campaign. No workplace (desk-to-desk) fundraising or payroll deductions are authorized to support Non-Federal Entities or Private Organizations other than the Air Force Assistance Fund and Combined Federal Campaigns. Limited workplace (desk-to-desk) fundraising is allowed by unit unofficial activities/social funds.

**5.2. Official Endorsement.** Under DOD 5500.07R, The Joint Ethics Regulation (JER), Section 3-210.a., Air Force employees shall not officially endorse, or appear to endorse, fundraising for any non-Federal entity except for those specifically identified therein. (T-0). The Joint Ethics Regulation permits official support and endorsement of the Combined Federal Campaign and Air Force Assistance Fund charities.

#### **5.3. Fundraising/Support in an Official Capacity.**

5.3.1. Other than the Air Force Assistance Fund and Combined Federal Campaign, Joint Ethics Regulation, Section 3-210 allows official support and endorsement of efforts to raise funds only in very limited circumstances. The well-meaning or charitable benefit that other such fundraising efforts may bestow on those in need is not a factor in approving such support and endorsement. Commanders may generally provide logistical support to Private Organizations and Non-Federal Entities, provided that that support does not interfere with the mission and only generates minimal expense to the government. However, such logistical support generally may not include support to the entity's fundraising or membership expansion efforts.

5.3.1.1. Support to Non-Federal Entities. Non-Federal Entities are organizations that are not created by, or under the control of, the Federal government. Private individuals and for-profit companies are considered Non-Federal Entities. Support to their fundraising efforts are never appropriate. Non-profit organizations, including 26 U.S.C. § 501(c)(3) corporations recognized by the Internal Revenue Service, are more likely to be engaged in charitable fundraising. Pursuant to Joint Ethics Regulation Section 3-211, such nonprofit Non-Federal Entities may request logistical support from commanders usually in the form of the lending of government equipment or the use of government facilities when not in use for mission purposes. Such logistical support is not appropriate when a substantial purpose of the event is to advance the Non-Federal Entities' fundraising or membership efforts. Joint Ethics Regulation Section 3-210.

5.3.1.2. Private Organizations are a subset of all Non-Federal Entities and are those organizations, often comprised of service members and their family members, which the Installation Commander has recognized as contributing to the morale and welfare of the installation, pursuant to Air Force Instruction 34-223, Private Organizations (PO) Program. In return for some Air Force oversight in their organization and operations



(e.g., non-discrimination requirements, mandatory fiscal controls), Private Organizations receive some benefits from such recognition (e.g., ability to use installation name in their organizational name, limited logistical support of on base fundraising events).

5.3.2. Disaster Relief Efforts. Joint Ethics Regulation Section 3-210 also permits official endorsement and support of disaster relief efforts approved by the Office of Personnel Management for Federal support. Usually, such support is in the form of unobtrusive, voluntary cash collections rather than any type of organized events. Workplace (desk-to-desk) fundraising is allowed for such collections.

5.3.3. Official Speech. Another form of logistical support to Non-Federal Entity fundraising is permitted by 5 Code of Federal Regulations 2635.808. A Non-Federal Entity event, such as a group meal, reception or awards ceremony, can be supported by an Air Force official as a permissible venue to spread the Air Force public affairs message through an official speech. Official speakers should be sensitive to not being used as the “draw” for the event. They should not sit at the head table (unless essential to facilitate delivery of the speech) nor participate in a receiving line or other visible trappings which might encourage donations. Their official speech may include an expression of thanks for the attendees’ support at such general causes (e.g., Veteran homelessness) as that addressed by the Non-Federal Entity, but should avoid any actual or perceived encouragement of donations to the Non-Federal Entity event. They should return to their non-speaking position when such discussions occur and, if possible, depart the event before the Non-Federal Entity’s fundraising business is conducted.

5.3.4. “For Us, By Us” Activities. Joint Ethics Regulation Section 3-210 also permits unit-based “for us, by us” fundraising for the support of unit members and their family members. Private Organizations, even if comprised primarily of service members or their family members, may not engage in “for us, by us” fundraising. **(T-1)** Such fundraising means that collected funds are in a particularly unique and ad hoc state; they are personal funds temporarily held by Air Force employees acting in their official capacities.

5.3.4.1. Funds collected for refreshments or meals, in advance of events (such as Air Force-hosted conferences or meetings) from attendees and in situations when Appropriated Funds may not be used, are a form of this temporary holding of personal funds. Often, such collections are referred to as “landing fees” or similar title. Workplace (desk-to-desk) collections are allowed in such circumstances.

5.3.4.2. Small cash collections to assist unit members with personal misfortune (e.g., flowers for a co-worker upon death of a loved one, funds to help offset lodging expenses after a house fire) are a form of “for us, by us” fundraising. However, such funds collections are best addressed through the use of the rules in 5 Code of Federal Regulations 2635 Subpart C (Gifts between Federal Employees). Regardless, such collections should be completely voluntary, anonymous (e.g., passing around collection envelope), and the nominal amount solicited from unit employees should not exceed \$10. **(T-1)** Workplace (desk-to-desk) collections are allowed in such circumstances. If the unit member to be assisted is one’s supervisor, Airmen may not contribute more than \$10 to the collection.

5.3.4.3. The most common and best example of “for us, by us” fundraising is to collect funds for unofficial unit social events (e.g., hail & farewells, holiday parties, military balls) when funds must be collected and paid in advance to make arrangements for

venues, catering, etc. Such fundraising can also help offset the per ticket price for junior members of the unit. Such funds collections are often referred to as social funds, flower funds, coffee funds, etc.

5.3.4.4. Such funds collections should be for the minimal amount of time necessary to plan and execute the social event. Per Air Force Instruction 34-223, if these unofficial activities/social funds collect and maintain a balance of more than \$1000 over a three-month period, the unofficial unit activity must apply to the Installation Commander for recognition as a Private Organization, unless all funds were collected for, and will be expended on, an upcoming (within six months after the third month that the activity/fund has had a balance of more than \$1000) unit social event. **(T-2)**

5.3.4.5. Although Air Force Instruction 34-223 does not govern unit unofficial activities/social funds, unit commanders can look to the instruction for illustrative guidance on appropriate fiscal controls. At a minimum, unit commanders should implement two-person accountability for all funds collected (one officer, one noncommissioned officer recommended) regardless of whether or not a bank account is actually created to hold such funds. **(T-3)**

5.3.4.6. “For us, by us” fundraising should normally be planned and executed to take place primarily where funds collected can come from unit members and their family members. A bake sale or lunchtime food sale, however, is often welcomed by other units and advertising can inform all installation Airmen who might have an interest in participating in such sales. Contractor employees should not be targeted by advertising to participate in the fundraising event, but may on an unsolicited voluntary basis, elect to purchase goods or services of value at the unit fundraiser. An event that uses an installation facility, outside the unit, such as a car wash using the installation car wash complex, may target the installation-wide community so long as all tenant units have similar opportunity to engage in similar fundraising events. No fundraising events whatsoever may take place in Federal workplaces other than in common areas. Workplace (desk-to-desk) collections are not allowed in such circumstances. **(T-2)**

5.3.4.7. Because unit commanders may support and endorse “for us, by us” fundraising events, they may allow military unit members to set up, execute and clean up from such events during the duty day and while in uniform. Because of concerns of coercion and favoritism, supervisors should not act as sellers of goods/services during the event. As such, these events should be of a very limited duration (e.g., the lunch hour) and a time of day and location where there is acceptable impacts on mission and unit routine. Unit commanders may authorize the use of official communications systems (e.g., official email) to advertise such unit fundraising events. However, caution should be used so that the source of the email (e.g., Commander, Command Chief, Supervisors) does not go beyond official support and endorsement and make participation in the event non-voluntary or compulsory.

5.3.4.8. Unit commanders should weigh the monetary and fundraising pros and cons of converting their unofficial activities/social funds into Private Organizations. At times, the sheer amount of monies collected may dictate such a transition per Air Force Instruction 34-223. At other times, it is a tactical decision. Unit unofficial activities/social funds can be officially supported and endorsed (including through the use of on-duty personnel and

official communications systems), but must confine their activities to the “for us, by us”, unit marketplace for raising funds. Private Organizations, on the other hand, cannot be officially supported and endorsed, but have much more discretion to engage in broader fundraising both on and off base.

5.3.4.9. All other fundraising activities, including unit unofficial activities/social fund fundraising, should generally be scheduled for a time of year so as to not adversely impact the Air Force Assistance Fund and Combined Federal Campaign. Because of the timing of the Combined Federal Campaign, unit fundraising to support holiday parties may occur during the Combined Federal Campaign. Regardless, however, such ad hoc fundraising may not take place in a manner that seeks to mimic, or would substantially detract from, or cause confusion with, the Air Force Assistance Fund and Combined Federal Campaigns. Only those two official campaigns may authorize payroll deduction contributions.

#### **5.4. Fundraising in a Personal Capacity.**

5.4.1. 5 CFR 2635.808 also governs Airmen engaged in fundraising efforts in their personal capacity, either on behalf of themselves, others or a Non-Federal Entity. They may do so long as there is no use of official time, government resources or subordinate government personnel. **(T-0)** They may not use their official Air Force position title, although it may be included on websites, event programs, etc. in a purely biographical context. **(T-0)** They may use their grade and Service as a means of traditional address (e.g., Mr., Ms., Dr.).

5.4.2. Airman who are engaged in fundraising efforts on behalf of a Non-Federal Entity, may request logistical assistance, pursuant to Joint Ethics Regulation Section 3-211, of installation facilities and equipment for Non-Federal Entity events. Such events may not have fundraising or membership expansion as a substantial purpose of the event lest such support be prohibited by Joint Ethics Regulation 3-210. For example, a Non-Federal Entity program may include an Internet link to a membership application in the program for an event not focused on the organization’s membership expansion. **(T-0)**

**5.5. Private Organization Fundraising.** Installation-recognized Private Organization fundraising is also governed by Air Force Instruction 34-223. Private Organizations may petition, and Installation Commanders may approve, for the Private Organization to hold occasional on base fundraisers (e.g., car washes, commercially-packaged cookie sales) in installation common areas. The installation commander may delegate to the Mission Support Group Commander, or the Force Support Squadron Commander, this authority. "Occasional" is defined as not more than three times per quarter.

5.5.1. Air Force Instruction 34-223 governs Private Organization operations including formation, obtaining installation commander recognition, dissolution, as well as guidance on appropriate fiscal controls depending on the size of the Private Organization and its monetary holdings.

5.5.2. The fundraising activities of Private Organizations, even if they are comprised primarily of unit family members (e.g., a Spouses Club), do not constitute “for us, by us” fundraising within the meaning of Joint Ethics Regulation Section 3-210. **(T-0)**

5.5.3. Private Organizations may also accept gifts and donations. These organizations will not directly solicit cash donations on base although they may sell items/services of value as

part of a fundraiser. Off-base solicitations, sales and other fundraising events must clearly indicate that they are for a Private Organization and not for the base or any official part of the Air Force. **(T-3)**

5.5.4. Unit commanders may not authorize the use of official communications systems (e.g., official email) to advertise such Private Organization fundraising events. **(T-1)** However, official communications systems may be used to advertise events of possible interest to unit Airmen including (e.g., lunchtime sale of food by unit-affiliated Private Organization in a public area adjacent to the unit's geographic footprint). Such communications should be made in the same manner as other local merchant military discounts, base-affiliated professional organization meetings, etc. To avoid the appearance of endorsement, such communications should originate from the unit Public Affairs Office or through other routine channels. They should not originate with the unit leadership. **(T-3)**

**5.6. In-Kind Collections.** As a general rule, in-kind collections, such as winter clothing donations, toy “drop-offs” and canned food “drives,” are not fundraising within the meaning of Joint Ethics Regulation Section 3-210. However, many of the same rules should be followed in order to avoid Air Force entanglement with private philanthropic endeavors. Unless these are official Federal programs (e.g., Feds Feed Families, Toys for Tots), official communication systems should not be used to advertise these opportunities for in-kind donations. Collection points should be located in common areas (e.g., hallways, break rooms) and collections should be transported by involved personnel, out of uniform, and on off-duty time. Cash and gift card donations should be discouraged as should contractor employee donations. In-kind collections such as those for sundries for deployed unit members or employee baby shower gift baskets should be handled similar to subparagraph 5.3.3.2. funds' collections.

SHON J. MANASCO  
Assistant Secretary of the Air Force  
(Manpower and Reserve Affairs)

**Attachment 1****GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION*****References***

- Air Force Assistance Fund Money Handling Handbook* (current)
- Air Force Policy Directive 36-31, *Personal Affairs*, 2 April 2012
- Air Force Instruction 90-301, *Inspector General Complaints Resolution*, 27 August 2015
- Air Force Instruction 33-360, *Publications and Forms Management*, 1 December 2015
- Air Force Instruction 34-144, *Child and Youth Programs*, 2 March 2016
- Air Force Instruction 36-2649, *Voluntary Education Program*, 1 October 2014
- Air Force Instruction 36-2925, *Personal Commercial Solicitation on Air Force Installations*, 28 August 2013
- Air Force Manual 33-363, *Management of Records*, 1 March 2008
- Department of Defense 7000.14-R, *FMR*, Volume 8, Chapter 11, June 2016
- Department of Defense 7000.14-R, *FMR*, Volume 7a, Chapter 42, March 2016
- Department of Defense 5500.7-0R, *Joint Ethics Regulation*, 1 August 1993
- Department of Defense Directive 5410.18, *Public Affairs Community Relations Policy* (20 November 2001).
- Department of Defense Instruction 5035.1, *Combined Federal Campaign (CFC) Fundraising Within the Department of Defense*, 16 February 2018
- Department of Defense Instruction 4525.08\_Air Force Instruction 33-365, *Department of Defense Official Mail Management*, 7 October 2015
- Department of Defense Instruction 1322.25, *Voluntary Education Programs, Change 3*, 7 July 2014
- Department of Defense Instruction 1344.07, *Personal Commercial Solicitation on Department of Defense Installations*, 30 Mar 2006
- Executive Order 12353 (23 March 1982), *Charitable Fundraising*.
- Executive Order 12404 (10 February 1983), *Charitable Fundraising*.
- Executive Order 13743 (13 October 2016), *Charitable Fundraising*
- Title 5, Code of Federal Regulations, Part 950 1 January 2017, *Solicitation of Federal Civilian and Uniformed Service Personnel for Contributions to Private Voluntary Organizations*.
- Title 5, Code of Federal Regulations Part 2635.808 (1 January 2017), *Fundraising Activities*.

***Prescribed Forms***

- Air Force Form 333, *Air Force Assistance Fund Campaign Recognition Certificate – Organizational*

Air Force Form 767, *Air Force Assistance Fund Campaign Recognition Certificate – Individual and Group*

Air Force Form 2561, *Contributions to Air Force Assistance Fund*

**Note:** Prescribed forms' purposes, how to obtain, complete and submit them is detailed in the annual Air Force Assistance Fund Campaign Plan. The current plan is maintained at the Air Force Personnel Center Fundraising Office.

### ***Adopted Forms***

Air Force Form 847, *Recommendation for Change of Publication*

### ***Terms***

**Affiliate Organization**—A charitable organization authorized to receive funds from the Air Force Assistance Fund (Air Force Assistance Fund). Air Force Assistance Fund is the governmental umbrella organization for these nonprofit, tax-exempt, charitable organizations that benefit Air Force military personnel and their families.

**Air Force Assistance Fund Campaign**—This campaign is an authorized annual on-the-job solicitation of Air Force members (active duty military, retirees, Reservists and Air National Guardsmen) through host command channels. Air Force civilian personnel who want to give, may do so.

**Air Force Fundraising Team**—Team of Air Force leaders that provides advisory and consultative services to the Air Force Assistance Fund affiliate charities without assuming responsibility for the daily operations of the charities.

**Air Force Fundraising Working Team**—Lower-level team, chaired by the Air Force Personnel Center Director of Personnel Programs, which coordinates directly with Air Force Assistance Fund affiliate charities. Elevates, as necessary, those matters requiring Air Force Fundraising Team involvement.

**Campaign Aids**—Publicity items that make the Combined Federal Campaign and Air Force Assistance Fund campaigns more effective. Authorized campaign aids include:

- (1) Posters; Goal thermometers or displays showing achievement by organization or base; Campaign progress reports, charts and analyses of campaign progress;
- (2) Endorsement or kick-off memoranda or letters.
- (3) News stories and articles for military installation publications, websites, social media or local newspapers; Speeches and public appearances; Recognition awards given to individuals for outstanding service to the campaign; Automated/electronic communication/marketing to widely promote the campaign.

**Central Accounting Office**—Headquarters Air Force Personnel Center Directorate of Personnel Programs Fundraising Office. Program management office for United States Air Force Fundraising. Oversees Air Force Assistance Fund Campaign; serves as central location for all cash/check/money order contributions for annual Air Force Assistance Fund Campaigns.

**Central Campaign Administrator**—One or more charitable organizations (non-Combined Federal Campaign participating organizations) contracted by the Office of Program Management to perform the centralized fiscal and administrative functions of the Combined Federal

**Campaign:** Responsible for website development/maintenance for charity participation applications and the online pledging function for Federal donor use.

**Combined Federal Campaign**—An Office of Personnel Management authorized on-the-job annual solicitation of active duty military personnel and Federal civilian employees.

**Combined Federal Campaign Processing Center**—Managed by the Central Campaign Administrator and is the focal point for collecting and entering campaign contributions in the automated database.

**Designated Contribution**—An individual contribution earmarked by a contributor to a specific organization.

**Information Fair**—A commander-approved event organized to advertise and provide information about the Combined Federal Campaign and its participating charities. The Office of Personnel Management maintains a regional list of participating charities that are willing to attend unit Information Fairs. Such organizations may man tables advertised with both their organizational name and Combined Federal Campaign Number and may distribute information literature. Literature received from non-attending charities may be made available in common areas of the event. Such Information Fairs are designed to foster awareness about the Campaign, but may not actually raise funds to be donated by units or individuals to the Campaign or its participating charities. Campaign Key Persons may, however, be on hand to distribute and help Airmen (military and civilian employees) fill out payroll deduction forms. (See Special Events).

**Generally Accepted Accounting Principles**—The phrase “generally accepted accounting principles” (GAAP) encompasses the conventions, rules, and procedures necessary to define accepted accounting practice at a particular time. Generally Accepted Accounting Principles includes not only broad guidelines of general application, but also detailed practices and procedures. These conventions, rules, and procedures establish a standard by which to measure financial presentations.

**Local Federal Coordinating Committee**—The campaign’s governing body which may be comprised of local Federal officials, members of inter-agency organizations, and representatives of employee unions. The Local Federal Coordinating Committee Chairperson and Vice Chairperson lead the Local Federal Coordinating Committee in its oversight of the campaign.

**Outreach Coordinator** —A small business contracted by the Office of Personnel Management (OPM) to conduct marketing activities, arrange for events such as charity fairs, and educate charities and donors regarding the CFC program within a local campaign zone.

**Solicitation**—A request for money.

**Special Event**—A commander-approved fundraising effort organized to advertise and support the Air Force Assistance Fund. Such special events both promote awareness about the Campaign and may actually raise funds to be donated by units to the Campaign and may include car washes, dunk tanks and the sale of homemade goods. Special events will not be directed to just one individual charity; fundraising must be for all four charities. Affiliate charities may man tables advertised with their organizational name and may distribute information literature. Literature received from non-attending charities may be made available in common areas of the event. (See Information Fair).

**Suggested Giving Guides**—Amounts that reasonably relate to the campaign goal, presented in terms of percentage of annual income, number of hours' pay, or tabular form showing the suggested size of the gift for various levels of income.

**Undesignated Contribution**—An individual contribution where the giver does not designate a specific affiliate/charity to receive it, but is instead made out to “Air Force Assistance Fund.” Undesignated contributions are not allowed in the Combined Federal Campaign.