

**Alabama
State
Employee
Combined
Charitable
Campaign**



Policy and Procedures Manual

January 4, 1993

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Alabama State Employee Combined Charitable Campaign
Policies and Procedures

CHAPTER 325-1
AUTHORITY

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325-1-.01 Authority under Law for ASECCC. The Alabama State Employee Combined Charitable Campaign (also called "the state campaign", "ASECCC") and all organizations hereinafter mentioned are created pursuant to Act 91-561 of the State of Alabama (also referred to in this manual as "the law") as approved by the Legislature on July 29, 1991. This act took effect on July 1, 1992.
Author: Charles G. Colvin.
Statutory Authority: Act No.91-561.

325-1-.02 ASECCC Policy/Procedures Constitute Administrative Code. This manual, as well as any subsequent regulations adopted by the office of the Governor (in whom is vested ultimate administrative authority over the ASECCC by law) or the ASECCC Steering Committee shall be considered to constitute the Administrative Code of the ASECCC.
Author: Charles G. Colvin.
Statutory Authority: Act No.91-561.

CHAPTER 325-2
DEFINITIONS OF TERMS, ENTITIES & POSITIONS FOR ASECCC

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325-2-.01 Definitions

325-2-.01 Definitions

(1) State Employee. A person employed in any full-time or part-time capacity anywhere in the state by the State of Alabama who may or may not be a Merit System employee. Specifically excluded from this group shall be all employees of colleges, universities and other post-secondary institutions of higher learning in Alabama. Likewise excluded are employees of each of the county Extension Services. Specifically included as state employees are employees of each county's Department of Public Health and employees of each county's Department of Human Resources office.

(2) Alabama State Employee Combined Charitable Campaign (ASECCC). The annual combined charitable fund-raising program established by law to receive and distribute voluntary payroll deduction contributions of state employees. The ASECCC shall be the only authorized payroll deduction charitable fund-raising effort among state employees.

(3) State Employee Campaign Steering Committee (Steering Committee). A committee of seven (7) state employees; the Chair of the Steering Committee is appointed by the Governor and serves at his pleasure. The chair appoints the other six members for two-year terms, ensuring that all three branches of state government have representation and that the committee includes members of management, line supervisors, and rank and file employees. (In 1992 only, three of the six members shall be appointed for two year terms to begin January 1, 1993, while the other three members shall be appointed for four-year terms to begin on January 1, 1993.)

(4) Campaign Community. A local geographic region served by a Local Agency Review Committee (LARC) and a local Campaign Manager. The actual boundaries of each campaign community are to be determined by the Steering Committee (with assistance from the state Campaign Manager) after consultation with the LARCs and local Campaign Managers. Campaign Community boundaries may be changed if requested by the affected LARC and approved by the Steering Committee.

(5) Local Agency Review Committee (LARC). A group of no fewer than three and no more than five state employees responsible for overseeing the ASECCC in their campaign community. The LARC shall be chaired by the director of one of the three largest state agencies or departments located in the campaign community, is appointed by the Chairman of the Steering Committee (with the approval of that body) and serves a four year term. The LARC Chair appoints the other members, who serve a two-year term. (In 1992 only, one LARC member will be appointed for a four-year term).

(6) Campaign Manager. The participating, charitable fund-raising federation, selected by each LARC responsible for managing the State Employee Combined Charitable Campaign in a given campaign community. Campaign Managers may also be asked to assist the Steering Committee (and the State Campaign Manager) from time to time in the creation and production of necessary documents for the ASECCC.

(a) The Campaign Manager chosen for the Montgomery Area will assist the Montgomery Area LARC and also act as ASECCC State Campaign Manager. Duties will include, but not be limited to, providing staff and administrative support to the Steering Committee in administering campaign activities statewide, in the preparation and dissemination of campaign written materials, and in such other activities as may be deemed necessary by the Governor or Steering Committee on behalf of the state campaign.

(7) Campaign Coordinator. A state employee who may be appointed by his or her supervisor to function as the key coordinator for the ASECCC for an entire department or agency statewide or for the office of a state department or agency in a given campaign community.

(8) Charitable Fund-Raising Federation. A legally constituted grouping of at least ten health and human care agencies that are bound together to raise and distribute charitable contributions.

(9) Affiliated Charitable Agency. A charitable fund-raising organization which is affiliated with a charitable fund-raising federation for the purpose of directly sharing funds raised by the organization.

(10) Charitable Agency. A volunteer, not-for-profit organization under Federal Regulation 26 CFR 1.501(c)(3) which provides health or human care services to individuals.

(11) Health and Human Care. Federations or agencies whose primary mission is to directly benefit human beings, whether children, youth, adults, the aged, the ill and infirm, or the mentally or physically handicapped. Such services must consist of care, research, or education in the fields of human health or social adjustment or rehabilitation; relief for victims of natural disasters and other emergencies; or assistance to those who are impoverished and in need of food, clothing, shelter, and basic human welfare services. The law specifically excludes the following from consideration as health and human care services:

(a) Organizations whose primary purpose is the direct or indirect support of institutions of higher education;

(b) Organizations engaging in litigation activities on behalf of parties other than themselves;

(c) Lobbying;

(d) Religious activities

(e) Specific exemptions are made, however, for agencies serving the poor overseas.

(12) Loaned Executives (LE). Loaned Executives are state employees offered to a campaign community's state campaign by local (or statewide) agency heads. Loaned Executives may be offered for varying terms of service to be determined by the LE's supervisors and the local Campaign

Manager. Loaned Executives may be assigned to the campaign in full-time (35 hours or more per week) or part-time capacities. Typical areas of prime involvement for Loaned Executives include:

(a) Encourage giving in line with goals established for the campaign;

(b) Facilitate the administration of the ASECCC in their campaign community by serving as the prime point of contact for local campaign coordinators of agencies assigned (by the local Campaign Manager) to him or her;

(c) Increase state employee awareness of the human needs and services that exist in the campaign community and worldwide as well as the services offered by the agencies represented in the ASECCC.

Author: Charles G. Colvin.

Statutory Authority: Act 91-561.

CHAPTER 325-3
ADMINISTRATIVE AUTHORITY, ROLES AND RESPONSIBILITIES

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325-3-.01 Governor Vested with Administrative Authority of ASECCC. The Governor of the State of Alabama is vested by law with the ultimate authority for implementation of the ASECCC. The law further authorizes "promulgation of administrative regulations and procedures" by the Governor on any ASECCC-related issues not specifically mentioned in law .
Author: Charles G. Colvin.
Statutory Authority: Act 91-561.

325-3-.02 Responsibilities of the Governor in ASECCC. The Governor shall be responsible for:

(1) Appointing a senior-level state employee as Chair of the Steering Committee who shall serve at the Governor's pleasure;

(2) Setting the tone and spirit of the efforts by:

(a) Facilitating the process of acquainting state employees with the ASECCC;

(b) Lending his name and photo to the ASECCC for use in campaign materials as requested;

(c) Allowing his Chief of Staff to facilitate a briefing and/or mailing to state Department Heads prior to the campaign and signing a letter to all state employees enthusiastically endorsing the ASECCC;

(d) Participating in a major state campaign kickoff event in Montgomery, as well as possible participation in other ASECCC events;

(e) Helping ensure that all state departments and agencies respect the spirit of the law by making sufficient time available during the working day for volunteers to participate in the state campaign.

Author: Charles G. Colvin.

Statutory Authority: Act 91-561.

325-3-.03 Responsibilities of Constitutional Officers, Department Heads, Judicial and Legislative Branch Leaders. State level executives, department heads, constitutionally-elected officers and officials of the legislative branch of state government shall be responsible for:

(1) Ensuring each campaign in their department or agency is conducted in accordance with the law and the regulations thereof;

(2) Providing active support to the ASECCC, including:

(a) Participating in department kickoff;

(b) Ensuring campaign volunteers and campaign coordinators from within the department have adequate state time available to perform their duties;

(c) Lending their names and photos to the ASECCC for use in campaign materials as requested.

(3) Appointing a department or agency statewide Campaign Coordinator as well as a local Campaign Coordinator for the department or agency in each campaign community who will be responsible for assisting in the coordination of campaign activities in their workplace. These coordinators will work with local Campaign Managers to facilitate each local campaign within the workplace;

(4) Encouraging local managers/executives of their agency or department in each campaign community to work with their respective LARCs and local Campaign Managers with respect to campaign activities, offering Loaned Executives to their local campaign;

(5) Ensuring that solicitation of department or agency employees is conducted in such a manner that employees may make informed decisions on their charitable giving in an atmosphere as free as possible of any pressure to give.

Author: Charles G. Colvin.

Statutory Authority: Act 91-561.

325-3-.04 Responsibilities of ASECCC Steering Committee Chair. The Chair of the ASECCC Steering Committee shall be responsible for:

(1) Soliciting nominees for Steering Committee membership from among the various state agencies and departments as well as the judicial and legislative branches of government;

(2) Selecting from those nominees six members for two-year terms; these terms to begin January 1

of 1993 and subsequent years and to run through December 31. (In 1992 only, the chair will appoint three employees for two year terms commencing January 1 of 1993, and three employees for four year terms commencing January 1, 1993). Appointments to the steering committee will be made by the Chairman not later than December 15 of the year preceding that in which the term will begin.

(3) Ensuring at least one committee member is an employee of a department or agency which is generally considered part of the legislative branch of the state government, and at least one committee member is an employee of a department or agency generally considered part of the judicial branch of state government. Of the remaining Steering Committee members, not less than one will come from the Executive Branch of state government (including non-judicial departments or agencies led by constitutionally-elected officers);

(4) Ensuring that all levels of state employees (rank and file, supervisors, management) receive representation on the committee;

(5) Filling vacancies on the committee using the process outlined in paragraphs one and two above and guidelines mentioned in the rest of this section;

(6) Appointing in a timely manner but not later than December 31, the Chairs of each Local Agency Review Committee for each campaign community in Alabama as described by law.

Author: Charles G. Colvin.

Statutory Authority: Act 91-561.

325-3-.05 Responsibilities of ASECCC Steering Committee. The ASECCC Steering Committee shall be responsible for:

(1) Policy, oversight and implementation of procedures pursuant to the law and notifying participating agencies of its rules and procedures pursuant to administrative code;

(2) Identifying and designating the State Campaign Manager; normally, this will be the Montgomery Area Campaign Manager;

(3) Publication of information about the annual federation and agency application process, either statewide or through the LARCs;

(4) Providing a process for appeals for applicant federations and agencies which are not selected for participation. The Steering Committee shall review and rule on decisions made by the LARC in accordance with the administrative code;

(5) Notifying in writing each of the federations and agencies which file an appeal of the committee's decision.

(6) Approving each LARC chairman (nominated by Steering Committee Chair) after ensuring the nominee meets the requirements of law (shall be the director of one of the three largest state agencies in each campaign community for which nominated);

(7) Development of materials as needed to conduct the statewide campaign;

(8) Reviewing and accepting all end-of-year campaign reports, audits and reviews;

(9) Setting the percentage of undesignated ASECCC funds to be received by each federation serving the poor and needy overseas.

Author: Charles G. Colvin.

Statutory Authority: Act 91-561.

325-3-.06 Responsibilities of LARC Chairs. The Chairs of Local Agency Review Committees shall be responsible for:

(1) Appointing other members of the LARC in accordance with law so that a minimum of two and a maximum of four other employees shall be appointed;

(2) Presiding over LARC meetings;

(3) Recruiting Loaned Executives from among the state employee population in his or her campaign community;

(4) Referring appeals of LARC actions or decisions to the Steering Committee.

Author: Charles G. Colvin.

Statutory Authority: Act 91-561.

325-3-.07 Responsibilities of LARC. Local Agency Review Committee (LARC) is responsible for:

(1) Oversight of the actual solicitation of state employees in their campaign community;

(2) Selecting (via a bid process) a local Campaign Manager based on the following criteria for selection:

(a) Number of agencies represented;

(b) Significant local presence (offices, staff) in campaign community;

(c) Amount of money raised in the campaign community;

(d) Percentage of dollars that are raised used for administrative/fund-raising (should be 25% or less);

(e) Demonstrated expertise and reputation in the campaign community;

(f) Ability to meet the requirements for admission to the ASECCC.

(3) Recommending boundaries of the campaign community for final approval of the Steering

Committee, carefully considering:

(a) The suggestions of the Steering Committee and state Campaign Manager, who will strive towards the goal of ensuring that each and every state employee has an opportunity to participate in ASECCC;

(b) The advice of each local Campaign Manager, utilizing the manager's experience in fundraising in that immediate area; and considering the service area the local Campaign Manager currently serves;

(c) The resources available to each LARC in terms of Loaned Executives, volunteers and staff.

(4) Reviewing applications from agencies or federations electing to participate in the ASECCC in their campaign community, and certifying that the federations, affiliated agencies and unaffiliated agencies meet eligibility criteria as set forth in law and in Chapter 325-4 of this manual (suggested application materials are contained in Appendix II);

(5) Notifying in writing each of the applying local organizations of the committee's decision and of its right to appeal;

(6) Notifying in writing the Steering Committee of all decisions regarding agency applications;

(7) Determining the allocation of undesignated monies, including amounts for federations dedicated to helping the poor, sick and needy of other countries, per the fund distribution policies in Chapter Five of this manual;

(8) Approving annual fund-raising goal for the campaign community (goal suggested by each local Campaign Manager);

(9) Approving campaign master plan (submitted by local Campaign Manager);

(10) Approving all local campaign materials as prepared by local Campaign Manager;

(11) Assisting local Campaign Manager in recruiting of Loaned Executives;

(12) Approving all materials for Loaned Executive and other volunteer training;

(13) Approving administrative costs for ASECCC in campaign community;

(14) Approving annual reports, audits and/or reviews at the conclusion of campaign and submitting them to the ASECCC Steering Committee.

Author: Charles G. Colvin.

Statutory Authority: Act 91-561.

325-3-.08 Responsibilities of Local Campaign Managers. Local Campaign Managers are responsible for:

- (1) Providing staff support to the LARC as requested;
- (2) Preparation of materials prior to presentation to the LARC (examples: review membership applications for completeness; proofing campaign materials);
- (3) Managing the local ASECCC in their campaign community;
- (4) Preparing and submitting to LARC for approval all local campaign materials;
- (5) Arranging for necessary overprinting of statewide campaign materials to use in their campaign community;
- (6) Maintaining a separate account for all ASECCC monies;
- (7) Recommending fund-raising goal for the campaign community;
- (8) Preparing and presenting to the LARC for approval a campaign master timetable and plan, elements of which should include:
 - (a) Manpower requirements (Loaned Executives, volunteers, staffing pattern);
 - (b) Volunteer recruiting & training timetable and materials;
 - (c) Coordinating with local agency campaign coordinators for solicitations in each agency, including (but not necessarily limited to):
 1. Planning agency campaign kickoff & subsequent rallies;
 2. Communicating on the progress of the campaign;
 3. Assisting in procuring public recognition for agency givers;
 4. Creating and implementing of a plan to thank donors in a timely manner.
 - (d) Planning for the campaign community overall kickoff, as well as regular report meetings open to state employees within the campaign community;
- (9) Accounting, reporting, and distributing (per the guidelines in Chapter 325-5 of this manual) all monies donated through the ASECCC in the campaign community;
- (10) Submitting of periodic reports to the LARC on the progress of the campaign;
- (11) Preparing of annual report to the LARC at the conclusion of each campaign;

(12) Obtaining an audit by an independent certified public accounting firm for ASECCC communities where total dollars raised were \$25,000 or more). Those communities where dollars raised are \$24,999 and under shall obtain a review by an independent certified public accounting firm.
Author: Charles G. Colvin.
Statutory Authority: Act 91-561.

325-3-.09 Responsibilities of State Campaign Coordinators. State Campaign Coordinators (one for each agency or department) are responsible for:

(1) Ensuring each office of their agency in the state has a Campaign Coordinator;

(2) Assisting as needed the Campaign Coordinators in their agency offices throughout the state to facilitate their respective campaigns.

Author: Charles G. Colvin.

Statutory Authority: Act 91-561.

325-3-.10 Responsibilities of Local Campaign Coordinators. Local Campaign Coordinators are responsible for:

(1) Planning and conducting the ASECCC campaign in their agency offices;

(2) Providing an accurate employee census to the local Campaign Manager for campaign planning;

(3) Facilitating campaign activities within their agency offices;

(4) Providing local agency office executives with periodic reports on the progress of the campaign;

(5) Performing other duties during the ASECCC effort as needed.

Author: Charles G. Colvin.

Statutory Authority: Act 91-561.

CHAPTER 325-4
ELIGIBILITY CRITERIA

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325-4-.01 Overview of Eligibility Criteria. The law is most specific in describing those types of organizations which may, and may not, be admitted to participation in the ASECCC. Under the law, each LARC is responsible for the certification process in its campaign community (with the Steering Committee serving as the venue to appeal the decision of a LARC). LARC members will find they have clear-cut guidelines contained within the language of the law. The law says "participation in the ASECCC shall be limited to voluntary, charitable, health and human care federations and agencies with a substantial local presence that provide or support direct health and welfare services to individuals or their families and meet the criteria set forth in this section."

Author: Charles G. Colvin.

Statutory Authority: Act 91-561.

325-4-.02 Definition of Substantial Local Presence. Having a facility, staffed by professionals or volunteers, open in the campaign community at least 15 hours weekly. Services must be available to state employees, unless rendered to needy persons overseas.

Author: Charles G. Colvin.

Statutory Authority: Act 91-561.

325-4-.03 Definition of Services. Services must directly benefit human beings, whether children, youth, adults, the aged, the ill and infirm, or the mentally or physically disabled. Services must consist of care, research, or education in the fields of human health or social adjustment and rehabilitation; relief for victims of natural disasters and other emergencies; or assistance to those who are impoverished and in need of food, shelter, clothing, and basic human welfare services.

Author: Charles G. Colvin.

Statutory Authority: Act 91-561.

325-4-.04 Exclusions. For the purposes of the ASECCC, the following are specifically excluded by law from being considered health and human care services:

(1) Organizations whose primary purpose is the direct or indirect support of institutions of higher education;

(2) Organizations engaging in litigation activities on behalf of parties other than themselves;

(3) Lobbying;

(4) Religious activities.

Author: Charles G. Colvin.

Statutory Authority: Act 91-561.

325-4-.05 Additional Requirements for ASECCC Participating Federations/Agencies. In addition to meeting the requirements of law as set forth above, organizations that request certification by LARCs must:

(1) Be a tax exempt charitable organization and submit a 501 (c)(3) exemption from the Internal Revenue Service;

(2) Be legally incorporated or authorized to do business in the State of Alabama as a private, nonprofit organization;

(3) Not be a foundation;

(4) Demonstrate to the LARC that at least 60% of the funds raised in the campaign community in each of the two fiscal years prior to its ASECCC application consisted of individual contributions from citizens of Alabama;

(5) Be directed by an active local board:

(a) Which meets at least quarterly;

(b) Whose members serve without compensation (for organizations where a paid executive director or other staff member is a member, volunteers must constitute the majority of the board);

(c) Whose members are residents of the local geographic region served.

NOTE: Agencies serving the needy overseas are exempted by law from the requirements of 325-4-.05.

(6) Adopt and employ the standards of accounting and financial reporting for voluntary health and welfare organizations, including:

(a) Preparing and making available to the general public a detailed annual budget;

(b) Providing for an annual external audit by an independent public accountant and making such audit available to the general public;

(c) Providing and making available to the general public an annual report.

(7) Provide programs of services directed at one or more of the common human needs as defined above and in Section 5(a) of law in the State of Alabama or in countries overseas;

(8) Have a stated policy of nondiscrimination and be in compliance with all requirements of laws and regulations respecting nondiscrimination and equal employment opportunity with respect to its clients, officers, employees and volunteers;

(9) Federations, with the exception of federations serving the needy overseas, must have raised at least \$60,000 at the local level, and distributed that sum among at least ten charitable agencies in each of the last two fiscal years preceding its application to participate in the ASECCC;

(10) Federations certified eligible to participate in the ASECCC may choose to assume responsibility for certifying their participating agencies to LARCs as meeting all applicable eligibility requirements for participation in the ASECCC.

Author: Charles G. Colvin.

Statutory Authority: Act 91-561.

325-4.06 Provision for Automatic Inclusion into ASECCC. The law allows automatic eligibility for a charitable federation or agency if it was participating in the State of Alabama employee campaign under the provisions of Section 36-1-4.1 of the Code of Alabama, 1975, as amended, at the time the law took effect. A list of those agencies or federations given automatic eligibility for the ASECCC shall be provided each LARC prior to the certification process beginning for the 1993 campaign year.

Author: Charles G. Colvin.

Statutory Authority: Act 91-561.

325-4-.07 Application Checklist. Application for participation in the ASECCC should be made in accordance with the checklist found in Appendix Two of this manual. Applicants must submit supporting documentation as evidence of compliance with each of the items listed in the checklist. Expanded information may be provided in a cover letter. This application will serve as the sole basis upon which the LARC will determine admission to the ASECCC and will also serve as the basic document upon which appeals are decided. Therefore, it is essential that the applicant ensure all required information is included.

Author: Charles G. Colvin.

Statutory Authority: Act 91-561.

325-4-.08 Appeals of LARC Eligibility Decisions. In the event an agency or federation feels they has been incorrectly refused admission to the ASECCC, they may appeal the LARC decision to the ASECCC Steering Committee.

(1) Appeal is appropriate if the agency/federation believes the LARC has incorrectly decided its eligibility or qualification for membership based on the contents of its application package. Applicants

may not introduce new material in the appeal process, but may submit documentation which further clarifies information submitted with their application. This procedure is established specifically to preclude the use of the appeal process to expand the time available to assemble an application.

(2) The application and appeal process will occur from January through May (see ASECCC calendar, Appendix Three of this manual). The LARC has 30 days to review and approve/reject applications. Applicants will be notified in writing of the results. Agencies and federations will then have 30 days to appeal a denial to the ASECCC Steering Committee. Finally, the Steering Committee has 30 days to make their determination on the appeal.

(3) The ASECCC Steering Committee determination is final. The committee will schedule hearings for the appeals with no fewer than four committee members sitting on the hearing panel. In the event a committee member has an affiliation with an agency making an appeal, or there is any other conflict of interest or the appearance of a conflict of interest, the committee may appoint independent hearing officers to fill committee positions. Applicants appealing to the Steering Committee will be notified in writing of the results.

Author: Charles G. Colvin.

Statutory Authority: Act 91-561.

CHAPTER 325-5
FUNDS COLLECTION/DISBURSEMENT

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325-5-.01 Statement of Authority. The policies and procedures in this section are authorized for payroll withholding operations in accordance with law and the ASECCC administrative code.

Author: Charles G. Colvin.

Statutory Authority: Act 91-561.

325-5-.02 Applicability. Voluntary payroll allotments will be authorized by all state departments, offices, and agencies for payment of charitable contributions to ASECCC-certified organizations in each campaign community.

Author: Charles G. Colvin.

Statutory Authority: Act 91-561.

325-5-.03 Authorization. Contributions through the ASECCC will be totally voluntary; the ASECCC is the only authorized payroll deduction charitable fund-raising effort among state employees. Authorization for payroll deductions through the ASECCC shall be made through a pledge card approved by the Steering Committee for use statewide. This pledge card shall be printed or otherwise clearly identified by each campaign community to assist in the proper distribution of contributions. The pledge card will also make provision for employees to designate all or part of their gifts to agencies or federations of their choice. Employees may not designate their gifts to organizations other than those certified to participate in the ASECCC in their campaign community; state employees likewise may not designate their ASECCC gift to any campaign community other than that in which they work.

Author: Charles G. Colvin.

Statutory Authority: Act 91-561.

325-5-.04 Duration of Pledges. Pledges to the ASECCC shall be for a full year beginning January 1 of the year following the actual fund-raising campaign. The total of the pledge shall

normally be divided into 12 equal amounts for deductions throughout the calendar year. Each department or agency shall, however, have the right to utilize its normal method of processing such deductions as long as the department or agency can meet the reporting and disbursement requirements of law and its administrative code. No deduction will be made for any pay period in which the contributor's net pay, after all legal and previously authorized deductions, is insufficient to cover the portion of the contributor's pledge which would normally be deducted. No adjustments will be made in subsequent periods to make up for the missed deductions.

Author: Charles G. Colvin.

Statutory Authority: Act 91-561.

325-5-.05 Cancellation of Pledges. State employees shall have the right to cancel their pledges to the ASECCC through their employing agency or department. Likewise, employee's pledges may be canceled upon their retirement or separation (voluntary or involuntary) from state government service.

Author: Charles G. Colvin.

Statutory Authority: Act 91-561.

325-5-.06 Transfer of Pledges. When a state employee is transferred within a campaign community, his or her ASECCC pledge will be automatically transferred to his or her new agency or worksite. If an employee transfers to a position with the state in another campaign community, the pledge shall remain in the campaign community where it originated.

Author: Charles G. Colvin.

Statutory Authority: Act 91-561.

325-5-.07 Remittance and Reporting. It is the responsibility of the Office of the Comptroller to serve as the prime disseminator of pledged funds to all LARCs and local Campaign Managers concerning the ASECCC.

(1) The Comptroller shall prepare a check payable to the ASECCC account in each campaign community (and send to the local Campaign Manager) for each pay period in which ASECCC deductions are withheld. This check will be for the total of the gross amount of pledge monies withheld based on current authorizations. These checks normally would be mailed to each campaign community's local Campaign Manager within ten working days of the payday on which the funds were withheld.

(2) Each state agency or department is responsible for providing the Comptroller a current listing of pledges, canceled pledges, as well as designations made by their employees, subdivided by campaign communities. The Comptroller will provide copies of this list to each local campaign manager in conjunction with all contribution check mailings.

Author: Charles G. Colvin.

Statutory Authority: Act 91-561.

325-5.08 Accounting. Each local Campaign Manager is responsible for the accuracy of disbursements it transmits to recipient agencies or federations participating in the ASECCC

in the campaign community for which they are responsible. The local campaign manager will make monthly distributions to these agencies and federations based on the full amount of monies designated by state employees, plus its proportionate share of undesignated monies, minus only the approved share for administrative cost reimbursement and shrinkage.

(1) Federations participating in each campaign community's ASECCC will accept responsibility for the accuracy of distribution of designated and undesignated funds to the voluntary agencies of their federation which are eligible to participate in the ASECCC campaign.

(2) Each local Campaign Manager shall be responsible for scheduling an examination of its records no later than 120 days after the close of each campaign by an independent certified public accountant. For ASECCC campaigns with total revenues of \$25,000 or over, a full audit shall be required; for ASECCC campaigns of less than \$24,999, a review by an independent public accountant shall be required. The results of this audit or review shall be provided to each LARC chair as soon as possible. The audit or report shall also be available for state employees and the general public.

Author: Charles G. Colvin.

Statutory Authority: Act 91-561.

325-5-.09 Campaign Accounting Practices. These practices apply to the distribution of funds to federations and unaffiliated agencies and to distribution within participating federations.

(1) Undesignated contributions for each ASECCC campaign community will be distributed on a percentage basis to be determined by the level of charitable funding of services provided in each campaign community or by the level of health research funding raised in the State of Alabama (less administrative and fund-raising costs).

(a) Agencies serving the needy overseas shall receive a percentage set by the ASECCC Steering Committee.

(2) Each LARC shall be responsible for approving an amount for administrative costs that is agreed upon by the LARC and the local campaign manager. This money will be payable to the local Campaign Manager as the first of the distributions made to the agencies and federations, but not later than April 1 of each year for which the local campaign manager continues to serve. In the event of unforeseen expenditures, the local Campaign Manager may request the LARC to approve a modification of the agreed upon administrative costs.

(3) Each local Campaign Manager will notify all federations and agencies participating in the ASECCC in their campaign community of the monies due them (including designated and undesignated funds, and the prorata share of administrative costs mentioned above) no later than 120 days following the conclusion of the campaign (normally February 14).

(4) Local Campaign Coordinators in each agency or department shall provide to the local Campaign Manager at least weekly a report of campaign pledges received at his or her agency during their ASECCC campaign. This reporting shall include promptly (no less than biweekly) depositing in a bank designated by the local Campaign Manager any cash and checks received by his or her agency. Campaign Coordinators shall use coded deposit slips furnished by the local Campaign Manager for his

or her agency and promptly remit to the Campaign Manager the records of these cash or check contributions, or other one-time (non-payroll deduction) ASECCC contribution. Campaign coordinators are responsible for ensuring that their assigned agency or department number is also recorded on the coded deposit slips. This reporting shall also include a listing of employee's names and workplaces who have made designated contributions and a listing of the amounts pledged to each agency or federation in the campaign community. It shall be the responsibility of the payroll office (or office responsible for coordinating local payroll activities) in each agency or department to make this information available to the local Campaign Coordinator on at least a biweekly basis.

(a) The local Campaign Coordinator will transmit information on the progress of the agency's or department's ASECCC to the local Campaign Manager in an orderly and accurate manner as required by the local Campaign Manager.

Author: Charles G. Colvin.

Statutory Authority: Act 91-561.

ALABAMA STATE EMPLOYEE COMBINED CHARITABLE CAMPAIGN
ADMINISTRATIVE CODE

APPENDICES

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ADMINISTRATIVE CODE

APPENDIX A
ALABAMA STATE EMPLOYEE COMBINED
CHARITABLE ACT (ACT NO. 91-561)

ALABAMA LAW
(Regular Session, 1991)

Act No. 91-561

H.412 - Rep. Zoghby

AN ACT

To further provide for payroll deductions for public officers and employees, so as to establish an annual Alabama state employees combined charitable campaign; to repeal Section 36-1-4.1, Code of Alabama 1975, as amended, relating to local United Way agencies and certain other health charities and payroll deductions

Be It Enacted by the Legislature of Alabama:

Section 1. This act shall be known as the "Alabama State Employee Combined Charitable Campaign Act."

Section 2. The legislature finds that:

(a) It is the policy of the state to lessen the burden of government at both the state and local levels in meeting the needs of human health, welfare and human care services by supporting charitable giving.

(b) There is a need to provide a single convenient channel through which public employees may support charitable fund-raising federations and agencies of their choice while minimizing workplace disruption and administrative cost to Alabama taxpayers;

(c) It is necessary to establish a system to plan and implement one annual charitable fund-raising campaign among state employees in order to ensure that the funds will be collected and distributed in a responsible manner; and

(d) It is the policy of the state to permit time in the working day during the prescribed campaign period sufficient for volunteers to participate in the state campaign, with the approval of the department heads.

Section 3. As used in this act:

(a) "Alabama State Employee Combined Charitable Campaign" (ASECCC) means the annual combined charitable fund-raising program established through this act to receive and distribute voluntary payroll deduction contributions of state employees.

(b) "Charitable fund-raising federation" means a legally constituted grouping of at least ten health and human care agencies that are bound together to raise and distribute charitable contributions.

(c) "Affiliated charitable agency" means a charitable fund-raising organization which is affiliated with a charitable fund-raising federation for the purpose of directly sharing funds raised by the organization.

(d) "Charitable agency" means a volunteer, not-for-profit organization under Federal Regulation 26 CFR 1.501(c)(3) which provides health or human care services to individuals.

(e) "Campaign Manager" means the participating federation, selected by the local agency review committee, responsible for managing the local State Employee combined Charitable Campaign in each local geographic region or campaign community.

(f) "Campaign Community" means a local geographic region covered by a campaign manager, the exact boundaries determined by a local agency review committee and approved by a state-level steering committee.

(g) "State Employee Campaign Steering Committee" means a committee of seven state employees representing top level leadership and rank and file employees; with the three branches of state government represented, with the chair appointed by the Governor, and with staff assistance furnished by the campaign manager in the Montgomery area; responsible for reviewing appeals of local agency review committee decisions and for overseeing, at the state level, the conduct of the State Employee Combined Charitable Campaign.

(h) "Local Agency Review Committee" (LARC) means a group of state employees in each campaign community, responsible for: selecting the local campaign manager; determining the geographic boundaries of the campaign community; determining the eligibility of participating agencies, allocating undesignated funds, and overseeing the actual solicitation of state employees in their respective communities.

Section 4.

(a) The Governor of the State of Alabama shall be the ultimate authority for implementation of the ASECCC, including promulgation of administrative regulations and procedures not covered in this act.

(b) The campaign manager shall be selected by the LARC through a bid process and shall be responsible for managing and administering the local ASECCC, and for furnishing staff support to each LARC.

(c) The State Employee Campaign Steering Committee shall be responsible to the Governor and shall have the following duties and responsibilities:

1. Be responsible for policy, oversight, and implementation of procedures pursuant to this act and notifying participating agencies of its rules and procedures pursuant to the administrative code.

2. Arrange for publication of information about the annual federation and agency application process.

3. On appeals from applicant federations and agencies, review and rule on decisions made by the LARC in accordance with the administrative code.

4. Notify in writing each of the appeal federations and agencies of its acceptance or rejection and provide the reason for any rejection, and provide for a hearing process.

(d) The Local Agency Review Committee (LARC) shall be chaired by the director of one of the three largest state agencies in each geographic area, with at least two other state employees, selected by the chairman, the number to be determined by the chairman. Selection of the chairman shall be approved by the State Employee Campaign Steering Committee. The LARC shall be responsible for the following:

1. Selecting through a bid process the local campaign manager.

2. Determining the boundaries of the local campaign community.

3. Reviewing applications from federations and agencies electing to participate in the ASECCC and certify that

the federation, each affiliated agency, and unaffiliated agencies meet the eligibility criteria set forth in Section 5 of this act.

4. Notifying in writing each of the applying local organizations of its acceptance or rejection and of its right to appeal.

5. Determining the allocation of undesignated funds.

6. Overseeing the actual solicitation of state employees in their respective communities.

Section 5.

(a) Participation in the Alabama State Employee Combined Charitable Campaign shall be limited to voluntary, charitable, health and human care federations and agencies with a substantial local presence that provide or support direct health and welfare services to individuals or their families and meet the criteria set forth in this section. "Substantial local presence" is defined as a facility, staffed by professional or volunteers, available to provide its services and open at least 15 hours a week. Such services must be available to state employees in the local campaign community, unless they are rendered to needy persons overseas. Such services must directly benefit human beings, whether children, youth, adults, the aged, the ill and infirm, or the mentally or physically handicapped. Such services must consist of care, research, or education in the fields of human health or social adjustment and rehabilitation; relief for victims of natural disasters and other emergencies; or assistance to those who are impoverished and in need of food, shelter, clothing, and basic human welfare services.

(b) For the purposes of the Alabama State Employee Combined Charitable Campaign, basic health and human care service shall not include:

(1) Organizations whose primary purpose is the direct or indirect support of institutions of higher education;

(2) Organizations engaging in litigation activities on behalf of parties other than themselves;

(3) Lobbying; and

(4) Religious activities.

(c) To be included in the Alabama State Employee Combined Charitable Campaign, a charitable federation or agency,

in addition to meeting the other requirements in this section, shall:

- (1) Be a tax exempt charitable organization and submit a 501 (c)(3) exemption from the Internal Revenue Service.
 - (2) Be incorporated or authorized to do business in this state as a private, nonprofit organization;
 - (3) Not be a foundation;
 - (4) Demonstrate to the local agency review committee that at least 60% of funds raised locally in each of the two fiscal years preceding its application to participate in a campaign consist of individual contributions from citizens of the State;
 - (5) Be directed by an active local board which meets at least quarterly, whose members serve without compensation and are residents of the local geographic region served (with the exception of agencies serving the needy overseas);
 - (6) Adopt and employ the standards of accounting and financial reporting for voluntary health and welfare organizations; prepare and make available to the general public a detailed annual budget; provide for an annual external audit by an independent public accountant and make such audit available to the general public; and provide and make available to the general public an annual report.
 - (7) Provide programs of services directed at one or more of the common human needs defined in Section 5(a) in the State of Alabama or in countries overseas;
 - (8) Have a stated policy of nondiscrimination and be in compliance with all requirements of law and regulations respecting nondiscrimination and equal employment opportunity with respect to its clients, officers, employees, and volunteers;
 - (9) (For federations only, with the exception of federations serving the needy overseas): Have raised at least \$60,000 at the local level, and distributed that sum among at least 10 charitable agencies in each of its last two fiscal years preceding its application to participate in the campaign; and
- (d) A charitable federation or agency shall automatically be eligible to participate if it is currently participating in the State of Alabama employee campaign under the provisions of Section 36-1-4.1 of the Code of Alabama 1975, as amended.

Section 6.

(a) ASECCC is the only authorized payroll deduction charitable fund-raising effort among state employees.

(b) The state comptroller and each disbursing officer shall promptly transmit the amounts deducted, and an accounting of the amounts designated to the various charitable fund-raising federations or charitable agencies, to the respective campaign manager who shall be responsible for final distribution of the amounts to the designated organizations or agencies.

(c) The State Employee Campaign Steering Committee shall, within 120 days after the effective date of this act and from time to time thereafter, adopt regulations and procedures as shall be necessary to implement the provisions of this act.

(d) The undesignated contributions shall be distributed to the participating agencies on a percentage basis determined by the level of charitable funding of services provided in the local community or by the level of health research funding raised in the State of Alabama by each agency less administrative and fund-raising costs, except for those agencies serving the needy overseas, which shall receive an agreed set percentage.

Section 7. The provisions of this act are severable. If any part of this act is declared invalid or unconstitutional, such declaration shall not affect the part which remains;

Section 8. Section 36-1-4.1, Code of Alabama 1975, as amended, is hereby specifically repealed.

Section 9. After passage by the Legislature and approval by the Governor, this act shall become effective on July 1, 1992.

Approved July 29, 1991.

Time: 6:55 P.M.

I hereby certify that the foregoing copy of an Act of the Legislature of Alabama has been compared with the enrolled Act and it is a true and correct copy thereof.

Given under my hand this 31st day of July, 1991.

GREG PAPPAS
Clerk of the House

ALABAMA STATE EMPLOYEE COMBINED CHARITABLE CAMPAIGN
ADMINISTRATIVE CODE

APPENDIX B
APPLICATION/BID PROCEDURES

Alabama State Employees Combined Charitable Campaign
Request for Bids to become ASECCC Local Campaign Manager

To: Interested Federations and Agencies

From: _____

Chairman, _____ Local Agency Review Committee

Thank you for your expressed interest in considering applying for the position of local Campaign Manager for the _____ area Alabama State Employees Combined Charitable Campaign (ASECCC).

Our Local Agency Review Committee (LARC) is required by the law and subsequent administrative code of the ASECCC to request bids from federations or agencies serving our campaign community. This campaign community consists of the counties of _____ and will serve approximately _____ state of Alabama employees.

Attached you will find a short form requesting information we are required to consider in choosing a local Campaign Manager. I am also enclosing for your review a copy of the ASECCC Policy and Procedures Manual so you may have a full understanding of the campaign and the local Campaign Manager's duties before choosing to apply.

Please contact me at (agency name, number) if you have any further questions. Please note that all applications must be returned to the address indicated below no later than (date) to be eligible for consideration.

Area ASECCC
Local Application Checklist

FEDERATION OR AGENCY: _____
(if federation, include listing of member agencies)

_____ **Substantial Local Presence:** Please provide a list of programs or services offered as well as the location of your organization's offices in this area. In addition, please provide a brief statement detailing the hours your offices are open and the numbers of paid staff and/or volunteers who actually provide services from the local office. (NOTE: For religious organizations, affiliation or participation in acts of worship shall not be a prerequisite for individuals to receive services.)

_____ **Tax-exempt Status:** Provide proof that your organization has been granted tax-exempt status by the Internal Revenue Service.

_____ **Proper Financial Procedures:** Provide copies of your annual budget, report of an independent audit, IRS Form 990, and annual report.

_____ **Legally Incorporated:** Provide proof that your organization is legally incorporated or authorized to do business in the state of Alabama as a private, nonprofit organization.

_____ **Alabama fundraising:** Provide date showing how much of the funds your organization raised in this campaign community for each of the two fiscal years prior to this application came from individual contributions from within Alabama.

_____ **Active local board:** Provide names of volunteers (and paid staff, where appropriate) who serve on your organization's Board of Directors, the frequency of the Board's meeting, and the number of Directors, if any, who live outside of your organization's area of service.

_____ **Nondiscrimination:** Provide a notarized copy of a document signed by your organization's current Board President certifying that your organization is in compliance with all requirements of law and regulations regarding nondiscrimination and equal employment opportunity with respect to its clients, officers, employees and volunteers.

_____ (For federations only, with the exception of federations serving the needy overseas) **Local Fundraising:** Provide documentation that your federation has raised at least \$60,000 at the local level, and distributed that sum among at least ten (10) charitable agencies, in each of its last two fiscal years preceding this application.

(name of Campaign Community)

ALABAMA STATE EMPLOYEES
COMBINED CHARITABLE CAMPAIGN

Dear Applicant:

The _____ Area _____ (year) ASECCC begins accepting applications for local eligibility on January 15, ____ (year). The deadline for receipt of completed applications at the address indicated below is February 15, ____ (year). Decisions concerning an agency or federation's eligibility for inclusion in our ASECCC will be made by the Local Agency Review Committee (LARC) no later than March 15, ____ (year). The decisions concerning eligibility will be communicated to each applicant by registered or certified mail within ten (10) business days of the decision.

The _____ Area LARC appreciates your interest in the ASECCC and looks forward to receiving your application. In an effort to make the application process as easy as possible for all concerned, we have included a checklist for your use to ensure that all necessary information is included in your application package. Any questions regarding the application or the application process should be referred to:

(name/address/phone of LARC Chair)

Completed applications should be mailed to the address indicated above. Our LARC is looking forward to receiving your completed application.

Sincerely,

(LARC Chair)

APPLICATION FOR LOCAL CAMPAIGN MANAGER
ALABAMA STATE EMPLOYEES COMBINED CHARITABLE CAMPAIGN

NOTE: THE ADMINISTRATIVE CODE REGULATING THE ASECCC REQUIRES EACH APPLICANT FEDERATION OR AGENCY FOR THE POST OF LOCAL CAMPAIGN MANAGER TO MEET ALL ELIGIBILITY REQUIREMENTS FOR ADMISSION TO THE ASECCC. IF YOUR FEDERATION OR AGENCY HAS NOT BEEN ADMITTED TO THE ASECCC, PLEASE FURNISH EVIDENCE THAT YOUR ORGANIZATION MEETS THE REQUIREMENTS AS SET FORTH IN THE ASECCC "LOCAL APPLICATION CHECKLIST" LOCATED IN APPENDIX TWO OF THE ASECCC POLICY AND PROCEDURES MANUAL.

1. Name of Applicant Federation or Agency _____
2. Local Business Address _____

3. Local Telephone Number _____
4. Local Executive Director or CEO _____
5. Number of Agencies Represented _____
(Please attach list of agencies represented showing names, local addresses, telephone numbers, and name(s) of agency Executive Directors or CEOs)
6. Total Dollars Raised in This Campaign Community in the Last 12 Months? _____
(Please attach organization's latest audit or other information supporting this figure)
7. Total Dollars Spent on Administrative and Fundraising Costs in the Last 12 Months? _____
(Please attach a copy of IRS Form 990 or other supporting information)
8. Total Numbers of Persons (paid) staff and/or volunteers) Working At Least 20 Hours Weekly At Your Offices in This Campaign Community? _____
9. Campaign Plan, which should include proposals on how you would manage the ASECCC campaign in your area. This plan should include elements dealing with personnel (paid staff and/or volunteers) to be devoted to the ASECCC, timelines for your suggested campaign, proposed training schedule, outline of proposed budget, and plans for overall campaign administration.

APPLICANT FEDERATIONS OR AGENCIES MAY ALSO ATTACH LETTERS ATTESTING TO THEIR PROFESSIONAL EXPERTISE AND REPUTATION IN THE CAMPAIGN COMMUNITY AS WELL AS A NARRATIVE SUPPORTING THEIR SELECTION AS LOCAL CAMPAIGN MANAGER.

ALABAMA STATE EMPLOYEE COMBINED CHARITABLE CAMPAIGN
ADMINISTRATIVE CODE

APPENDIX C
ASECCC ANNUAL CALENDAR

February 1996

S	M	T	W	T	F	S
			1	2	3	
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29		

January
State Combined Campaign

December 1995

S	M	T	W	T	F	S
31		1	2			
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30

Sun	Mon	Tues	Wed	Thurs	Fri	Sat
				Steering Committee Meeting		

06/01/96

February State Combined Campaign

January 1996

S	M	T	W	T	F	S
1	2	3	4	5	6	
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

March 1996

S	M	T	W	T	F	S
31					1	2
	3	4	5	6	7	8
	10	11	12	13	14	15
	17	18	19	20	21	22
	24	25	26	27	28	29
					30	

Sun	Mon	Tues	Wed	Thurs	Fri	Sat
				Deadline for LARC/Steering Committee to solicit agencies/ federations apps.		
			Ash Wednesday			

March State Combined Campaign

February 1996						
S	M	T	W	T	F	S
		1	2	3		
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29		

April 1996						
S	M	T	W	T	F	S
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30				

Sun	Mon	Tues	Wed	Thurs	Fri	Sat
					Deadline for LARC /Steering Comm to receive applications	
			First Day of Spring		Administrative Review	

April State Combined Campaign

March 1996

S	M	T	W	T	F	S
31					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30

April 1996

S	M	T	W	T	F	S
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

Sun	Mon	Tues	Wed	Thurs	Fri	Sat
Daylight Savings Time Begins			Begin work on kickoff events - Governor's calendar - Identify celebrities			
	* Begin ... ** Deadline for ... *** Deadline for ...		- Coordinate with Business Center of Alabama - Plan video revision			
			- Begin identification of downlink sites - Complete planning by May 1			
			* Begin review/revision of campaign materials.	** Deadline for LARC to approve/reject applications & send notification in writing.	*** Deadline for Steer. Commit to approve/reject apps. for state wide participation & send notify. in writing	

06/01/96

May State Combined Campaign

April 1996

S	M	T	W	T	F	S
30						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29

June 1996

S	M	T	W	T	F	S
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30				

Sun	Mon	Tues	Wed	Thurs	Fri	Sat
	Begin celebrity coordination				Steering Committee Meeting to consider appeals	Armed Forces Day
			Deadline for appeals of LARC actions to reach Steering Comm. Administrative Review			
	Begin video revision Begin bid process for brochure					
	Memorial Day observed		Campaign Managers brief LARC on 1996 campaign			

June State Combined Campaign

July 1996

S	M	T	W	T	F	S
1	2	3	4	5	6	
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

May 1996

S	M	T	W	T	F	S
	1	2	3	4		
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

Sun	Mon	Tues	Wed	Thurs	Fri	Sat
		*Deadline for local agency info to be submitted for inclusion in brochure along with certification/recert. of federations	** Steering Comm. to send appeals of LARC decision by certified mail			
	* Deadline... ** Steering Committee...		~ Statewide Campaign Material approved by Steering Committee; set campaign parameters		Complete video	
					All campaign materials to print	
	Solicit Coordinators Names			First Day of Summer		

July State Combined Campaign

June 1996

S	M	T	W	T	F	S
30						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29

S	M	T	W	T	F	S
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

Sun	Mon	Tues	Wed	Thurs	Fri	Sat
				Independence Day		
					Receive Coordinators Names	
			Request materials back from printer			
	** All material back from the printer -- Begin setting up Top 16 Commissioners/ Directors visitations					
			Notify Coordinators of training dates			

August State Combined Campaign

July 1996

S	M	T	W	T	F	S
1	2	3	4	5	6	
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

September 1996

S	M	T	W	T	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30					

Sun	Mon	Tues	Wed	Thurs	Fri	Sat
				Notify LARC/ State Coord. of downlink sites	Send LARC/ State population listing to field	
	Begin Top 16 Commissioners/ Directors visitations				Reminder phone calls for training sessions	
	Coordinator Training	Coordinator Training	Coordinator Training	Coordinator Training	Coordinator Training	
	Maintain contact with Top 16 Coordinators for dates of materials distribution		Send kick-off invitations			
					Complete Top 16 Commissioners/ Directors visitations	

September State Combined Campaign

August 1996						
S	M	T	W	T	F	S
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

October 1996						
S	M	T	W	T	F	S
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

Sun	Mon	Tues	Wed	Thurs	Fri	Sat
	Labor Day	Send out kick-off flyer			Put pole cards up RSVP for kick-off	
			State Campaign kick-off			Rosh Hashanah
First Day of fall	Yom Kippur				27 First flyer	

October State Combined Campaign

September 1996

S	M	T	W	T	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30					

November 1996

S	M	T	W	T	F	S
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30

Sun	Mon	Tues	Wed	Thurs	Fri	Sat
					Second Flyer	
	Columbus Day observed				First Campaign Mgrs. report	
					Third Flyer	
Daylight Savings Time Ends				Conclusion date of campaign		

November State Combined Campaign

October 1996

S	M	T	W	T	F	S
	1	2	3	4	5	
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

November 1996

S	M	T	W	T	F	S
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

Sun	Mon	Tues	Wed	Thurs	Fri	Sat
	Veterans Day	Election Day			- Conclusion of Campaign - Fourth Flyer - 2nd Campaign Mgrs. report	
				Thanksgiving Day		

December State Combined Campaign

November 1996

S	M	T	W	T	F	S
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30

January 1997

S	M	T	W	T	F	S
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

Sun	Mon	Tues	Wed	Thurs	Fri	Sat
					Final Flyer Final Report to Campaign Mgrs. & Steering Comm.	
					Deadline for appointment of new Steering Comm. members as needed	
					Deadline for appointment of new LARC Chairs as needed	