



SECRETARY OF DEFENSE
1000 DEFENSE PENTAGON
WASHINGTON, DC 20301-1000

JUL - 2 2021

Dear Campaign Representatives:

Each year for 60 years, millions of dollars are pledged to charities through the Combined Federal Campaign (CFC) by the Federal community adding up to \$8.5 billion to help those in need. Countless lives are impacted and improved because of the generosity by the men and women in the Federal community. This doesn't just happen-it takes a team of motivated and dedicated volunteers, like you, to achieve success.

Your role is key to the impact that is made annually through the CFC. By agreeing to serve as a campaign worker, you are demonstrating your skills in leadership, project management, and selflessness to your leaders and all those around you. Your efforts over the next few months will determine the outcome of the campaign and how many lives are improved or even saved. These beneficiaries may never have the direct opportunity to offer you their gratitude, but today on their behalf, I offer you mine — thank you for serving in this role!

By educating your colleagues about their opportunity to join the CFC, the benefits of doing so, and the collective power for positive change that lies in this program, you are contributing to their vision of a better tomorrow. For that, your colleagues, your leadership, and the participating charitable organizations are grateful.

I am inspired by and proud of all of you for the work you do every day in safeguarding our nation and our allies. Today in reflecting on the power of your potential to help those in need, my pride for you serving as a campaign worker is magnified. I want to encourage you to feel the same sense of pride for yourself as I do for you taking on this this meaningful work.

Thank you for all you do for your nation, for your fellow service members, and for helping to support thousands of charities through the 2021 CFC.

A handwritten signature in purple ink, likely belonging to the Secretary of Defense, is located in the bottom right corner of the page.