



Colorado State Employee
Advisory Committee on Charitable Giving
(Colorado Combined Campaign Advisory Committee)

Colorado Combined Campaign Bylaws (Revised November 2017)

Contents

I. PURPOSE	1
II. DEFINITIONS	1
III. CAMPAIGN GUIDELINES	3
IV. COMMITTEE MEMBERSHIP, DUTIES, AND RESPONSIBILITIES	4
V. THE CAMPAIGN MANAGER	5
VI. THE EXECUTIVE DIRECTOR (DPA)	6
VII. DISTRIBUTION OF FUNDS	6
VIII. CRITERIA AND PROCEDURES FOR ALL CHARITABLE ORGANIZATIONS	7
IX. APPEALS	9
X. WAIVERS.....	9

I. PURPOSE

A. To encourage charitable giving by expanding the choices of qualified and approved organizations in the COLORADO COMBINED CAMPAIGN as a way to benefit the State and individual communities.

B. To set forth guidelines for an annual fund drive, hereinafter referred to as the COLORADO COMBINED CAMPAIGN (hereinafter “CCC”), to be coordinated by State employees in cooperation with approved organizations.

II. DEFINITIONS

Accrual Accounting System – An accounting system recognizes revenues when earned rather than when cash is received and recognizes expenditures when incurred rather than when paid.

Administrative Costs – Any general administrative and fund raising expenses as defined by generally accepted accounting principles not used for direct services.

Advisory Committee Member: A State of Colorado employee who is on the payroll of the respective state department or institution of higher education, is appointed, if appropriate, by their respective department’s Executive Director or Chief Executive Officer, institution of Higher Education President, State Court Administrator, Legislative Director or Designee, and is not a temporary classified employee.

Annual Budget – An itemized summary of estimated expenditures and income for a one-year period.

At-Large Committee Member: A State of Colorado employee who is on the payroll of the respective state department or institution of higher education, has attained any required supervisor permission for working on outside of office projects, and is not a temporary classified employee who serves on the Advisory Committee with the same rights, responsibilities, and voting privileges as Advisory Committee Members.

Audit – An examination of books, records and financial statements to check and verify their fairness and accuracy.

Bylaws – A set of procedures or guidelines. Rules adopted by an organization chiefly for the government of its members and the regulation of its affairs.

Campaign Manager – The organization contracted with and the individual designated by that organization to manage the CCC and subject to oversight by the Colorado State Employee Advisory Committee and the Executive Director (DPA).

Campaign Plan – The detailed annual plan prepared and developed by the Campaign Manager which guides the CCC and is approved by the Colorado State Employee Advisory Committee.

Cash Basis of Accounting – An accounting system that recognizes revenues when the cash is received rather than earned and recognizes expenditures when paid rather than incurred.

Charitable Giving – A gift for public benevolent purposes. In the CCC, a financial pledge or gift to an approved organization that benefits the needy, suffering or other vital community services within the State of Colorado.

Charitable Organization – An organization that is registered as a non-profit organization in Colorado by obtaining a Certificate of Authority from the Secretary of State's office, is exempt from federal income tax under Internal Revenue Code 501(a) as described in Section 501(c), is a member of an umbrella organization and otherwise meets the criteria established in the Bylaws of the Colorado State Employee Advisory Committee.

Colorado Combined Campaign – The annual fund drive for charitable giving by State employees which is established by Executive Order.

Colorado State Employee Advisory Committee on Charitable Giving – A committee composed of employees from each of the Branches and all Departments of the State of Colorado that advises the Governor and the Executive Director (DPA) regarding all aspects of the CCC.

Contribution – Money given or pledged to the CCC.

Contribution Year – Calendar year.

Colleges & Universities/State Service Organizations (CU/SSO) – An organization that a registered non-profit organization in Colorado by obtaining a Certificate of Authority from the Secretary of State's office, is exempt from federal income tax under Internal Revenue Code 501(a) as described in Section 501(c), is directly associated with a department of the State of Colorado Government and otherwise meets the criteria established in the Bylaws of the Colorado State Employee Advisory Committee.

Criteria – A standard rule, or test on which a judgment or decision may be based.

Designated Funds – To specify or stipulate one or more organizations which are to receive a prescribed amount or portion of the donation pledged by a particular State employee.

Direct Cost – A cost for services or goods provided in direct support of a program; fund-raising and administrative expenses associated with a program are not considered direct costs.

Direct Services – Services and goods provided in direct support of a program; fund-raising and administrative expenses associated with a program are not considered direct services.

Direct Solicitation – Approaching, contacting, urging or influencing any State organization or employee at the work site regarding contributions or designations during the CCC's fundraising drive.

Employee or State Employee – Any temporary, permanent, part-time, or full-time person employed by the State of Colorado.

Executive Director - Director of Department of Personnel & Administration

Executive Order – An order or directive issued by the Governor of the State of Colorado.

Federation – See Umbrella Organization.

Fund-raising – Any activity intended to raise funds for a non-profit organization.

Generally Accepted Accounting Principles – A common set of accounting standards and procedures that either have been established by the governing bodies of the accounting profession or have been accepted over time as appropriate because of their universal application.

Guideline – A statement of policy or procedure.

Lobbying – The act of trying to influence legislators or officials, especially in favor of a special interest.

Non-designated CCC Funds – funds pledged to the Colorado Combined Campaign but not designated to a specific charitable, umbrella, federation, or colleges & universities/state service organization.

Non-Profit Organization – An organization that is exempt from federal income tax under Internal Revenue Code 501(a).

Pledge – A binding promise or agreement to do or forbear.

Policy – A plan or course of action designed to influence and determine decisions, actions and other matters.

Procedure – A particular way of accomplishing something. An established way of doing something.

Umbrella Organization – An organization that is registered as a non-profit organization in Colorado by obtaining a Certificate of Authority from the Secretary of State's office, is exempt from federal income tax under Internal Revenue Code 501(a) as described in Section 501(c), serves as the agent for a group of at least five (5) charitable organizations and otherwise meets the criteria established in the Bylaws of the Colorado State Employee Advisory Committee.

Uncollectible Funds – Unmet pledges or other monies which are donated but not actually deducted from the payroll or paid to the CCC and deposited to the account established by the Campaign Manager.

Volunteer Coordinators – (or lead coordinators) are individuals from various state agencies and offices who volunteer to coordinate the running of the Colorado Combined Campaign and collection of pledge information for their office or agency.

III. CAMPAIGN GUIDELINES

A. The Colorado State Employee Advisory Committee on Charitable Giving (hereinafter referred to as “the Committee”), which was created by Executive Order [B 011 86](#), will establish criteria and procedures for the CCC.

B. A Campaign Manager, hereinafter referred to as the Manager, responsible for the administration of the CCC will be nominated by the Committee with final approval by the Executive Director (DPA) or designee, hereinafter referred to as the Executive Director (DPA).

C. No direct costs associated with the CCC will be borne by the State. All costs, such as payment of the Manager's fees, printing of brochures, preparation of presentations and other promotional costs shall be borne by the proceeds from the campaign.

D. The contribution year for the purpose of annual payroll deductions of charitable contributions shall be the calendar year, unless otherwise authorized by the Executive Director (DPA).

E. The Manager shall prepare a detailed plan, hereinafter referred to as the Plan for the CCC for submission to the Committee by May 31st of each year.

F. The Manager shall implement the Plan upon approval by the Committee.

G. Prior authorization from the Committee is required for any significant variation from the approved plan. Non-compliance with this provision shall be cause to relieve the Manager from his/her responsibilities.

H. The Committee has a policy of non-discrimination with regard to race, color, religion, national origin, disability, age, gender or sexual orientation.

I. The Committee requires all organizations to be in compliance with all applicable federal and state statutes or regulations.

J. With an ever increasing number of national and international disasters vying for charitable contributions, the Committee recognizes that State employees may wish to contribute to organizations that provide services outside of the State of Colorado. The central tenet of the CCC is that money raised in Colorado stays in Colorado to benefit Coloradoans and therefore cannot be used for donating to organizations outside of Colorado.

K. All participating CCC entities shall certify that they are in compliance with all statutes of the United States of America Patriot Act.

IV. COMMITTEE MEMBERSHIP, DUTIES, AND RESPONSIBILITIES

A. Advisory Committee Membership:

- 1) Shall consist of one primary representative serving as the “Advisory Committee Member” from each state department or institution of higher education. These primary representatives should be, if appropriate, appointed by their respective department’s Executive Director or Chief Executive Officer, institution of higher education President, State Court Administrator, Legislative Director or Designee.
- 2) In addition to Advisory Committee Members, departments or institutions of higher education may have “At-Large Committee Members”. At-Large members provide additional outreach to other departments or institutions of higher education that may be unrepresented or underrepresented as well as providing additional strength and support to the committee. To become an At-Large member, a state employee should notify the Advisory Committee of his or her interest and obtain, if appropriate, any necessary supervisor approval for participation in an outside of office project.
- 3) Limitations on At-Large Committee Membership:
 - a. The number of At-Large members allowed on the Advisory Committee shall not exceed 15% of the number of potential primary members. For example: if there is the potential for 27 Advisory Committee Members to be appointed by the departments and institutions of higher education then the number of permitted At-Large members would be 4 (i.e. $15\% \text{ of } 27 = 4.05$).
 - b. No department or institution of higher education shall have more than 2 At-Large members on the Advisory Committee.

B. Advisory Committee duties and responsibilities:

- 1) Oversee the annual charitable giving campaign for Colorado State Employees, which includes but is not limited to, assisting with training and other campaign coordinator activities, supporting department or institution of higher education campaign activities, and, when needed, assisting the committee in recruiting campaign coordinator or committee member replacements.
- 2) Be responsible for developing and amending bylaws as necessary, including the method for selecting officers.
- 3) Participate in the State procurement and application process for the selection of a Campaign Manager who will serve for up to five (5) years at the discretion of the Committee.
- 4) Review and approve the Plan and budget prepared by the Manager as described in Section V (B) and (C) of these bylaws.
- 5) Review each CU/SSO and umbrella organization’s application to determine if each applicant meets all criteria set forth in Section VIII (A), (B), and (C) and approve or disapprove each application for inclusion in the CCC.
- 6) At its discretion, discontinue distribution of funds to any charitable organization or umbrella organization that, after approval by the Committee, ceases to comply with the criteria and procedures as set forth in Section VIII.
- 7) Conduct business only when quorums of one-third of the Committee membership, including an elected officer or a designee, are present.
- 8) Other duties and responsibilities as outlined in committee-approved Advisory Committee job description.

C. The Executive Committee of the Advisory Committee consists of a Chairperson, Vice-Chairperson and Committee Administrator.

- 1) The election of officers shall be held during the November meeting with newly elected officers taking office the following January 1.
- 2) The term of officers shall be from January 1 to December 31.
- 3) Upon completion of the term as Vice-Chairperson, the Vice-Chairperson will become the Chairperson for the following term and a new Vice-Chairperson shall be elected.
- 4) If the Chairperson is not able to serve the full term, the Vice-Chairperson will assume the duties of the Chairperson and a new Vice-Chairperson shall be elected.

- a. If the Vice-Chairperson is not able to serve the full term as Vice-Chairperson or Chairperson, a new Vice-Chairperson or Chairperson, who has served at least one year on the Committee, shall be elected from the Committee to fill the vacancy.
 - b. If the Chairperson and the Vice-Chairperson resign or cannot fulfill their full term, a new Chairperson and Vice-Chairperson shall be elected from the Committee.
 - (i) In the event the Chairperson, Vice-Chairperson, or Administrator resign from their position(s) within six months of the end of the term of office, the incoming person(s) assuming their term(s) will not be considered as having served a full one-year term and will be eligible to continue serving for another term in that position.
 - (ii) The Advisory Committee must vote to approve any officer or slate of officers wishing to continue serving for another term under these conditions.
- 5) The Committee Administrator shall chair the committee meetings in the absence of both the Chairperson and Vice-Chairperson. Additionally, the Administrator oversees the preparation and review of the AC meeting minutes prior to distribution to Committee members. CCC Staff will be responsible for taking the minutes at meetings unless some other arrangement is agreed upon.
- 6) Executive Committee is responsible for the following:
- a. Reviewing and approving monthly invoices from the Campaign Manager and sharing information or concerns with the Advisory Committee when appropriate. Each invoice must have two Executive Committee signatures.
 - b. Reviewing CCC bank account activity and signing off (as a second signature) on campaign disbursements and other payments made via check from that account.
 - c. Maintaining the history of the Advisory Committee and the annual Campaign by working with the Manager to provide storage and access to an annual electronic record that includes, but is not limited to, meeting agendas, minutes, budgets, special event plans, and other materials deemed necessary to document the annual history of the committee.
 - d. Recruiting Advisory Committee members and campaign coordinators when needed. One of the three Executive Committee members or another Committee member may be nominated to act as an outreach coordinator when the Committee is actively seeking new members, recruiting campaign coordinators, or working on other special projects.
 - f. Arranging regular Executive Committee meetings to plan Committee agendas and to remain informed on other committee business.
 - g. Keeping Advisory Committee members informed and involved in making CCC decisions.

V. THE CAMPAIGN MANAGER

- A. The Manager shall hire sufficient staff to support the activities of the CCC as required and approved by the Committee.
- B. The Manager shall prepare and submit to the Committee annually, no later than the February meeting of the Committee, a budget for all expenses associated with the CCC which specifies all funding sources that will be used to pay such expenses. The annual goal of the Committee and the Manager is to keep administrative expenses as low as possible.
 - 1) The initial annual budget proposed for Committee approval should total no more than 15% of the previous year's actual revenue or otherwise fit within contract specifications. At its discretion, the Committee may approve a budget exceeding the 15% limit to meet the financial needs of the campaign.
 - 2) The Committee must be specifically informed when a budget being proposed is over the 15% cap.
 - 3) The Manager is responsible for informing the Committee of financial variations projected to move the expense ratio over or under the approved budget amount.
- C. The Manager shall prepare and submit to the Committee annually, no later than May 31st, a proposed Plan for the CCC that includes, but is not limited to:

- 1) Draft design or suggested changes to the CCC pledge card that reflects all requirements set forth by the Executive Director (DPA) and which allows State employees the option of specifying that contributions be distributed to individual charitable organizations' members of the participating umbrella organizations and SSO's included in the approved authorized campaign brochure.
- 2) Draft designs or preliminary outlines of all promotional and publicity materials to be used in the next campaign, including but not limited to, approved posters, brochures, slide shows, tapes, emails, and website and other electronic media designs or changes.
- 3) Method and timetable for recruiting volunteer coordinators from state agencies and offices.
- 4) Method and timetable for training volunteer coordinators.
- 5) Method and timetable for organizing and conducting agency fairs, kick-offs or other presentations.
- 6) Method and timetable for distributing and collecting pledge cards.
- 7) Method, timetable and a description of the procedures used to distribute funds that fulfill the policy and procedural requirements set forth in Section VII of these bylaws.

D. The Manager shall be guided by the approved Plan and the distribution requirements of Section VII of these bylaws in the handling of all funds pertaining to the CCC and shall:

- 1) Deposit in an interest-bearing account at each payroll period the total amounts deducted from the employees' paychecks for charitable contributions;
- 2) Use a financial accounting system that is in accordance with generally accepted accounting principles;
- 3) Conduct fiscal operations in accordance with a detailed annual budget and not vary significantly from the approved budget unless prior authorization is obtained from the Committee;
- 4) Be audited annually by an independent certified public accountant and submit an annual audit report to the Executive Director (DPA). The Executive Director (DPA) may require that the scope of such audit include reasonable tests for compliance by CU/SSO's, umbrella organizations, and charitable organizations with the criteria set forth in Sections VIII of these bylaws. The opinion rendered on the financial statements of the CCC by the accountant must be unqualified;
- 5) Maintain adequate funds in CCC accounts to cover approved administrative expenses of the annual campaign;
- 6) Submit periodic detailed invoices to the Executive Committee for signed approval for reimbursement of campaign expenses; and
- 7) Provide, if the annual audit does not clearly do so, the Committee with an annual statement breaking down pledged revenue, actual revenue, uncollected pledges, and final administrative expenses and their percentage of actual revenue.

E. The Manager shall be the custodian of applications and other relevant documents related to the CCC and the Committee and work with the Executive Committee to provide an electronic annual record of Committee activities and other storage as needed.

F. The Manager shall ensure use of only approved, authorized campaign materials.

G. The Manager shall maintain a list of eligible umbrella and charitable organizations and state service organizations.

H. The Manager shall ensure that all materials regarding the CCC and the Committee and its operations remain the property of the CCC and the Committee as specified in the state contract.

I. Other reasonable duties and responsibilities requested by the Committee in order improve the success of the campaign each year within the scope of the contract.

VI. THE EXECUTIVE DIRECTOR (DPA)

A. Shall forward payroll deductions at each payroll period to the Manager.

B. Whenever the Executive Director (DPA) chooses to appoint a designee to fulfill responsibilities under this section, and said designee is to be other than the Executive Director (DPA)'s staff, the appointment of the designee shall be in writing and accepted in writing by the designee.

VII. DISTRIBUTION OF FUNDS

A. Donations from the CCC are disbursed monthly to the umbrella (federation) organizations. The umbrella organizations shall disburse these funds, at least quarterly, to the participating charitable organizations' Colorado address.

B. CCC funds shall not be disbursed to any agency or charitable organization that has not been accepted by the Committee as an approved organization for the CCC.

C. Funds shall be distributed by the Manager from the account cited in Section V (D) (1) of these bylaws to eligible umbrella organizations in proportion to the total amount designated to each umbrella organization and charitable organizations.

D. There are three categories of funds which an umbrella organization (federation) may receive from the CCC; i.e., funds designated to a specific charitable organization within an umbrella, funds designated specifically to the umbrella organization, and non-designated CCC funds. The following guidelines apply to these circumstances:

- 1.) 100% of donations designated to specific CCC member charities must be disbursed by the umbrella organization as designated. No administrative costs may be withheld from such designated funds by the umbrella organization.
- 2.) Donations designated to an umbrella organization, must be allocated in the same manner and proportion as the funds designated to the specific charities within the umbrella organization.
- 3.) The Manager will disburse non-designated CCC funds based upon actual receipts rather than the amount pledged.

E. In the event an umbrella organization becomes defunct or out of compliance with applicable Colorado Statutes or regulations, the Manager will distribute all funds, on a monthly basis, to member charities of said umbrella based upon specified donor designations.

F. In the event a charitable organization becomes defunct or out of compliance with applicable Colorado Statutes or regulations, the Manager will hold any funds designated to that organization until affected donors are notified in writing and given the opportunity to redirect their donations to new organizations. Any funds not redirected within 120 days of this written notice will revert to the CCC general fund.

G. There are two categories of funds which a state service organization (CU/SSO) may receive from the CCC; i.e., funds designated specifically to the CU/SSO and funds not designated. The following guidelines apply to these circumstances:

- 1.) CU/SSO will receive 100% of donations designated specifically to it and any non-designated CCC donations subsequently disbursed to said CU/SSO.
- 2.) The Manager will disburse non-designated CCC funds based upon actual receipts rather than the amount pledged.

VIII. CRITERIA AND PROCEDURES FOR ALL CHARITABLE ORGANIZATIONS (Requirements for inclusion in the Colorado Combined Campaign; Umbrella Organizations (Federations); Colleges & Universities/State Service Organizations)

A. For inclusion in the Colorado Combined Campaign, ALL Charitable Organizations must:

- 1.) Have a policy and procedure of non-discrimination with regard to race, color, religion, national origin, disability, age, gender, or sexual orientation applicable to persons served by the organization.
- 2.) Use the funds contributed to the charitable organization by State employees for their stated purposes within the State of Colorado. No more than 15% of CCC funds may be used for the organization's administrative costs.
- 3.) Limit direct monetary solicitation of support from State employees to the Colorado Combined Campaign.
- 4.) Demonstrate a history of service in the State of Colorado as a charitable organization under the criteria set forth in this Section VIII for no less than 12 months prior to the date of application.
- 5.) Be exempt from federal income tax under Internal Revenue Code 501(a) as described in Section 501(c)(3).
- 6.) Be registered as a non-profit organization with the Colorado Secretary of State by obtaining a Certificate of Good Standing.
- 7.) Be registered, unless exempt, with the Colorado Secretary of State in accordance with the Colorado Charitable Solicitation Act.

8.) Use a financial accounting system that is in accordance with generally accepted accounting principles unless the organization's annual expenditures are less than \$100,000, in which case a cash basis of accounting is acceptable provided that books and records are sufficient to allow for review by an auditor.

9.) Conduct financial operations in accordance with a detailed annual budget that is approved by the board of directors. Authorization by the Board of Directors must be required for any significant variation from the approved budget.

10.) Be supported in part by voluntary contributions from the public.

11.) Engage only in activities that are consistent with the charitable organization's stated goals and objectives.

12.) Demonstrate that the publicity and promotional activities are based upon the actual program and operations of the charitable organization.

13.) Annually update information made available to the public including:

- a) A full description of the charitable organization's activities.
- b) Methods of solicitation for contributions.
- c) The names and contact information for all chief administrative personnel.
- d) The names, contact information, and business affiliation for all members of the board of directors.
- e) A full disclosure of the sources and uses of contributions.
- f) The percentage of expenditures out of total revenues used for direct services and the percentage used for administrative and fundraising costs.

14.) Provide to the CCC a statement regarding the percentage of revenue not spent on direct services, referred to as the Administrative Fundraising Ratio (AFR%).

- a. The AFR% will be calculated using the most recent IRS 990 or pro forma.
- b. The AFR% shall not exceed 35% of the total revenue of the charitable organizations except as noted below:
 - i) If the administrative cost exceeds 35% of total revenue in any given year, the charitable organizations must submit an explanation as to why the 35% has been exceeded. Upon receipt of an adequate explanation, the committee, at its discretion, may grant a waiver of the 35% AFR maximum.
 - ii) For those charitable organizations that do not provide direct services to clients such as an institution of higher education foundation, the advisory committee may waive the 35% AFR maximum.

15.) Ensure that they:

- a) Will not imply directly or indirectly that approval for payroll deduction constitutes endorsement of the organization by the State of Colorado.
- b) Will not sell or permit others to make any use of the lists of contributors who donate through the CCC.
- c) Will not involve the mailing of unordered tickets or other merchandise to State employees with a request for money in return.
- d) Maintain an active volunteer board of directors that serves without compensation through regular meetings and exercises satisfactory administrative controls in accordance with the charitable organization's articles of incorporation and bylaws.
- e) Demonstrate that their programs reside within and serve the State of Colorado as evidenced by the presence within the State of Colorado of a staffed facility at which goods or services may be obtained such as an office, clinic, mobile unit or field agency.
- f) Are a member of an umbrella organization (federation) that is approved for payroll deduction according to the criteria set forth in Section VIII (A) and (B) of these bylaws or are designated as a CU/SSO.
- g) Do not participate in more than one umbrella organization that receives State employee contributions in a single campaign year.
- h) Do not use donated State employee funds for lobbying activities.
- i) Are in compliance with all applicable federal and state statutes or regulations.
- j) Are in compliance with all statutes of the United States of America Patriot Act.

B. In addition to the requirements listed in Section VIII (A), Umbrella Organizations (Federations) must:

- 1.) Serve as the agent of a group of at least five (5) charitable organizations as defined by the criteria set forth in Sections VIII (A) and (B) of these bylaws.
- 2.) Certify annually that all charitable organizations meet all the criteria set forth for charitable organizations in Section VIII (A) of these bylaws.
- 3.) At minimum an umbrella organization must have a financial review performed annually by an independent certified public accountant. Organizations that submit financial reviews in lieu of an audit must submit an audit performed by an independent certified public accountant at least once in every three-year period. The umbrella organization must make audited financial statements available to the public. The opinion rendered on the financial statements by the accountant must be unqualified. The Committee reserves the right to request an audit at any time. Additional items may be included in the scope of an audit or financial review at the request of the Committee.
- 4.) Distribute funds as provided in Section VII of these bylaws.
- 5.) Provide a description of the procedures used to disburse funds in compliance with the designation requirements cited in Section VII (D) of these bylaws.
- 6.) Submit Internal Revenue Service Form 990 annually to the Committee.
- 7.) Provide information required from the Manager by the Committee or Executive Director (DPA).
- 8.) Have sufficient volunteer or staff to support the demands of being an umbrella organization.
- 9.) Maintain the information required by this section for the application process for three years from the date the application was due. This information must be available for inspection or audit by the Committee or Executive Director (DPA) with 24 hours advance notice.

C. In addition to the requirements listed in Section VIII (A), College & Universities/State Service Organizations (CU/SSO's) must:

- 1.) Demonstrate a direct association with a department of the State of Colorado Government. In order to be considered, the organization must:
 - a) Be supported by the State of Colorado by state ownership of capital improvements or equipment, or state sharing of operating or maintenance funding; or
 - b) Have a direct relationship to a state agency by providing enhanced services of that agency; or
 - c) Act as an agent of the state to operate, manage or administer a function of the state.
- 2.) Each applicant for CU/SSO status shall submit annually to the Colorado Combined Campaign a separate application that consists of documents that prove it is in compliance with all criteria set forth in Section VIII (A) and (C) for a CU/SSO.
- 3.) The information required by the application process must be maintained in the files of the CU/SSO for three years and be available for inspection or audit by the Committee or the State Auditor within one business day advance notice to the CU/SSO.
- 4.) Provide information required from the Manager by the Committee or Executive Director (DPA).

IX. APPEALS

An organization that disagrees with decisions rendered by the Committee can submit a written request for reconsideration to the Committee within 10 calendar days of receipt of such decisions.

X. WAIVERS

The Committee believes that it may be necessary to waive certain provisions of the bylaws under special circumstances and also considers that such waivers should be the exception rather than the rule