

**REQUEST FOR PROPOSAL  
FOR PRINCIPAL COMBINED FUND ORGANIZATION  
OF THE PACIFIC NORTHWEST COMBINED FEDERAL CAMPAIGN**

**The proposal must be received at the location below no later than February 6, 2012:**

**Ron Johnson  
Oregon Federal Executive Board  
620 SW Main Street, Suite 330  
Portland, Oregon 97205**

**Overview**

The Pacific Northwest Combined Federal Campaign (CFC) Local Federal Coordinating Committee (LFCC) is soliciting applications from federated groups, charitable organizations or a combination thereof, interested in being considered to serve as the Principal Combined Fund Organization (PCFO) for up to three campaign periods, beginning January 2013. A campaign period means a 24 month period beginning with the selection of the PCFO or renewal of the PCFO's current agreement with an LFCC and ending with the final disbursements to charitable organizations participating in the local campaign. A legal notice has been published in Community Nonprofit Resource Group announcing this solicitation for a PCFO.

All application proposals submitted for consideration must be received by the LFCC no later than February 6, 2012 (postmarked no later than February 3, 2012). Applications may be hand-delivered. Interested organizations should submit their application proposals to the LFCC : Ron Johnson, Oregon Federal Executive Board, Oregon Federal Executive Board, 620 SW Main Street, Suite 330, Portland, Oregon 97205. Only application proposals addressing all of the key elements and deliverables outlined herein will be considered for review by the LFCC.

## Background

The mission of the Combined Federal Campaign (CFC) is to support and to promote philanthropy through a program that is employee-focused, cost-efficient, and effective in providing all Federal employees the opportunity to improve the quality of life for all. By allowing Federal employees to select the organizations of their choice from a single charity list and to make their contributions through payroll deductions, the CFC opens the door to more opportunities for generous giving to literally hundreds of worthy causes. The CFC is the only authorized solicitation of employees in the Federal workplace on behalf of charitable organizations. Annually, it solicits more than 30,000 Federal employees in the local area and nearly 4 million Federal postal, military, and civilian employees nationally. The CFC currently is made up of approximately 200 local campaigns. The Office of Personnel Management's (OPM) Office of CFC Operations has the overall responsibility for the setting policy and overseeing the structure of the CFC. It reviews and provides guidance and technical advice on regulations, and has the authority to conduct compliance audits on any CFC local campaign fiscal records.<sup>1</sup> Each campaign is directed by a LFCC comprised of members of local Federal agencies and interagency organizations which acts as a "Board of Directors" for the local campaign.

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<sup>1</sup> Title 5, Code of Federal Regulations, § 950.104 authorizes the LFCC to solicit applications from federations, charitable organizations, or combinations thereof to serve as the PCFO; and to select a PCFO to act as its fiscal agent and campaign coordinator for the CFC. Title 5, Code of Federal Regulations, § 950.105 outlines the responsibilities of the PCFO. The primary responsibility of the PCFO is to support the federal government in managing a comprehensive local workplace fundraising campaign while ensuring the fiscal integrity, accountability, and transparency of the process. A primary goal of the PCFO is to conduct an effective and efficient campaign in a fair and even-handed manner. Only federations, charitable organizations or combinations thereof may serve as the PCFO.

## **PART ONE:**

### **STATEMENT OF WORK**

The statement of work (SOW) outlines the requirements, performance expectations, and deliverables required to serve as the PCFO to the local CFC campaign, as outlined in Title 5, Code of Federal Regulations, Part 950 and applicable CFC Guidance Memoranda.

Complete copies of all CFC regulations and Guidance Memoranda may be downloaded from [www.opm.gov/cfc](http://www.opm.gov/cfc). Program tasks are presented below in four major categories: Strategic Planning and Campaign Management Support, Financial Accountability, Pledge Integrity, and Reporting.

#### **1.1 CAMPAIGN MANAGEMENT SUPPORT**

##### **a. STRATEGIC PLANNING AND MANAGEMENT Support**

The PCFO will provide support to the LFCC in strategic planning and campaign management for all aspect of the campaign including:

- establishing campaign pledge goals and suggesting innovative outreach and marketing approaches with particular emphasis on low participation agencies;
- training agency CFC Specialists, postal, military, and civilian coordinators, and keyworkers in the methods of non-coercive solicitation. The training must be completely separate from training given for other types of charitable campaign drives. Additionally, keyworkers should be trained to check to ensure the pledge form is legible on each copy, verify arithmetical calculations, and ensure the block on the pledge form concerning the release of the employee's name and contact information is completed fully.
- Ensuring that, to the extent reasonably possible, every employee is given the opportunity to participate in the campaign.

- Maintaining records of meetings and activities performed in support of the CFC.
- Providing a planning calendar that identifies key campaign events and milestones, such as:

- a. Major campaign events and meetings
- b. National and regional workshops and conferences,
- c. Release of information and reports required by regulation and this performance agreement,
- d. Review and update of agency account profiles,
- e. LFCC review of donor recognition awards, (optional)
- f. Planned agency head visits,
- g. Interviewing of prospective Loaned Executives,
- h. LFCC review of campaign materials, i.e., pledge form, Contributor's Guide, posters, donor recognition awards, reports, invitations, and "thank you" items, etc.,
- i. LFCC review of training materials for CFC Specialists, Coordinators and Key workers, Campaign events such as the Kick Off and Final Event,
- j. Publication and distribution schedule for campaign materials to participating federal agencies,
- k. Training schedule for CFC Specialists, Coordinators and Key workers,
- l. Web site design, development and/or updates (a CFC domain name is owned by the CFC and is transferable on request) .
- m. Reporting and allocation of contributions.

## **B. CAMPAIGN MARKETING**

The PCFO will be responsible for certain campaign marketing activities. These may include but are not limited to:

- Design and implementation of CFC awards programs, which are accessible to all employees, subject to the LFCC's approval.

- Support pledge drive events as defined by the LFCC
  - Identify and support scheduling of locally, regionally, or nationally recognized individuals to serve as keynote speakers or presenters at special CFC events including, but not limited to a CFC Kick Off Event (if planned) and Award Celebration ceremonies.
  - Provide federations and agencies the opportunity to offer suggestions related to the operation of the campaign, printed materials, and training.
  - Design, develop, and submit to the LFCC for approval prior to publication all campaign promotional materials.
  - Design, develop, and submit to the LFCC for approval prior to publication the CFC training materials for the CFC Specialists and Coordinators/Key workers.
  - Design, develop, and submit to the LFCC for approval a CFC web site in conformance with OPM guidelines for the use of e-technology in the CFC<sup>2</sup>. The web site should be designed and utilized to achieve two principal objectives for the campaign: enable donors and charities to easily access information and participate in the CFC at a lower cost; and, allow PCFOs and LFCCs to communicate more efficiently with donors, federal Agency volunteers and charities.

### **C. PLEDGE SUPPORT**

The PCFO must also provide pledge support for the campaign. This includes:

- Provide training for campaign representatives, coordinators and Key workers. Key workers should be trained to check to ensure the pledge form is legible on each copy, verify arithmetical calculations, and ensure the block on the pledge form concerning the release of the employee's name and address is completed fully.
- Prepare the annual pledge form and charity list consistent with the regulations and OPM instructions. Submit all campaign materials to the LFCC for approval in accordance with predefined schedules.

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<sup>2</sup> See CFC Guidelines for the Use of E-Technology in the CFC at [www.opm.gov/cfc](http://www.opm.gov/cfc)

- Work with agency campaign officials to ensure no employee is coerced in any way regarding participation in the campaign or questioned as to his or her designation or its amount.

- Maintain donor privacy and honors employee requests that their names not be released to organization(s) that they designate.

- Support Government actions to provide electronic pledge processes to employees. Support will include production of an electronic charity list file in predefined format of campaign's local listing.

#### **D. CFC APPLICATIONS PROCESSING SUPPORT**

At the discretion of the LFCC, the PCFO may support the LFCC in processing applications for participation by local charities in the CFC. The PCFO will not determine the eligibility of local organizations that apply to participate in the local campaign. The eligibility determination is the exclusive responsibility of the LFCC, and may not be delegated to the PCFO. However, tasks performed by the PCFO in support of this process may include:

- Assist in the dissemination of information regarding the solicitation of applications.

- Support development of local instructions and forms to assist charitable agencies applying for participation in the CFC.

- Assist the LFCC in the screening of applications for completeness.

### **1.2 FINANCIAL ACCOUNTABILITY**

The PCFO agrees to maintain a system of records that insures the integrity and accountability of all funds administered in support of the CFC program. To meet this objective the PCFO shall, in accordance with CFC regulations:

- Absorb costs associated with conducting the campaign from its own funds and be reimbursed, or obtain a commercial loan to pay for costs associated with conducting the campaign. If the commercial loan option is used, the amount of a reasonable rate of

interest is an allowable campaign expense, subject to the approval of the LFCC when the PCFO budget is submitted.

- Prepare and maintain a line item budget that details all estimated costs required to operate the CFC. The budget must contain sufficient details for the LFCC to understand the cost associated with operating CFC. Major budget categories must include itemized salaries, supplies, rental and maintenance of equipment, printing and artwork, promotion and public events, special events, and staff and volunteer development services, including direct variable costs, and direct and indirect fixed costs. See Exhibit A for details on itemized budget categories. The budget must be prepared based on projected expenses and not based on a percentage of the funds raised in the campaign.

- Honor employee designations by ensuring that funds are distributed to recipient organizations pursuant to regulatory guidelines, and that necessary controls are established to maintain accountability and disclosure.

- Distribute undesignated funds to all organizations in the Charity List in the same proportion that they received designations.

- Maintain a detailed schedule of PCFO actual CFC administrative expenses.

- Maintain CFC financial records and interest-bearing bank accounts separate from the PCFO's internal organizational financial records and bank accounts.

- Maintain all financial records and bank accounts pursuant to generally accepted accounting principles.

- Implement necessary controls to insure that interest earned on all CFC accounts is distributed in the same manner as undesignated funds.

#### **A. FINANCIAL REPORTING REQUIREMENTS**

The PCFO will submit to the LFCC an audit of collections and disbursements no later than August 1, in accordance with the CFC Audit Guide found on the Office of CFC Operations website ([www.opm.gov/cfc](http://www.opm.gov/cfc)). The audit must be performed by an independent certified public accountant pursuant to generally accepted auditing standards and OPM guidance. (Note: Small campaigns may be subject to different auditing

standards as defined in guidance to OPM).

Note: The PCFO must absorb the cost of any reprinting of campaign materials due to the PCFO's noncompliance with these regulations, embezzlement, or loss of funds. The PCFO must also absorb campaign costs exceeding 110 percent of the approved budget unless any overage is approved by the Director of CFC Operations at OPM.

### **1.3 CAMPAIGN REPORTING**

The following reports must be submitted from the PCFO to the LFCC. Note all campaign records, including reports, must be retained a minimum of three campaign periods. In the event the PCFO changes, all pertinent records must be transferred to the LFCC. The reports include:

- Summary report- campaign performance results using the OPM Form 1417 posted on the CFC website at [www.opm.gov/cfc](http://www.opm.gov/cfc). The 1417 must be completed as outline on the CFC website at [www.opm.gov/cfc](http://www.opm.gov/cfc). Additionally, interest earned on the bank accounts used to deposit CFC contributions must be reported on the OPM Form 1417.

- Monthly report- provide to the LFCC management information reports describing the campaign results including absolute, statistical, and comparative data monthly during the campaign and as needed, thereafter. Such information must include at a minimum the following data:

- a. Agency identification information,
- b. Current year and if possible three additional years of information for:
  1. Number of employees,
  2. Number of donors,
  3. Percentage of participation,
  4. Total amount pledged/contributed,
  5. Percentage change in giving,
  6. Per capita gift,
  7. Average gift,

8. Number of leadership donors, and
9. Amount pledged by leadership donors.
10. Summary information for the items above

- Documents or information requested by the LFCC and/or the Director, CFC Operations, OPM, with 10 calendar days of the receipt of that request.

- Support the LFCC oversight responsibilities by convening sessions to support milestone progress reports of the campaign's compliance with CFC regulations and OPM guidance on an annual basis. The LFCC will ensure, with PCFO support, all campaigns submit the compliance assessment documents to OPM by September 15 of each year.

- Provide to the LFCC a detailed report of actual CFC administrative expenses. The LFCC may request itemized receipts for questionable expenses. The expenses report must be in a format that can be reconciled with the PCFO's budget submitted pursuant to the campaign plan.

The report of actual CFC administrative expenses must be provided [insert periodic submission date; e.g. monthly, quarterly, semi-annually] to the LFCC with a final report for LFCC approval prior to the final payment to participating charities at the end of the each campaign.

- Provide to the LFCC a comprehensive list of campaign awards and incentives, the amount to be purchased, and cost for next year's campaign; and an accounting of the awards and incentives used in the last CFC campaign including the amount distributed and the surplus amounts.

#### **1.4 REGULATORY COMPLIANCE**

5 CFR §§ 950.102(c), 103(b), 105(e), 603, and 403 govern the PCFO's reporting relationships with LFCC and OPM. The LFCC is authorized to govern the conduct of the CFC and is responsible for overseeing the performance and accountability of the PCFO. However, the OPM Director is the final authority in interpretation of regulations and program policy. A PCFO's failure to comply with program regulations may result in

either disqualification from future service as PCFO, disqualification as a participating federation, or both penalties.

## **PART TWO**

### **KEY PROPOSAL COMPONENTS**

Any federation, charitable organization or combinations thereof wishing to be selected for the PCFO must submit a timely application pursuant to the deadline set by the LFCC. Applicants must provide evidence of the organizational capacity, capability, and experience to meet the requirements of the statement of work, and submit a written campaign plan addressing the factors in the statement of work in Section One. The proposal will be utilized by the LFCC to evaluate the applicants for PCFO to act as its fiscal agent and campaign coordinator as described in this solicitation. The proposal must describe:

#### **2.1 ORGANIZATIONAL CAPACITY AND CAPABILITY.**

The ability of the applicant to successfully meet the requirements of a PCFO outlined in Section One above should be detailed. Proposals must include a discussion of the organizational structure that will be used to support these requirements, including the assigned personnel and their management reporting structure. Factors to be considered are:

- a. Experience managing charitable fund raising initiatives on behalf of charitable organizations or analogous solicitation campaigns
- b. Ability to meet pledge processing and fund distribution requirements and overall technology related capacity to perform the requirements of the solicitation
- c. Staffing plan with the roles and resumes of the people proposed to perform PCFO services
- d. Description of the organization's structure and how the proposed PCFO program will fit into the existing structure

e. Evidence of capacity to conduct an efficient and efficient CFC as a separate campaign, apart from the applicant organization's own campaign or other campaigns for which it serves as a contractor.

f. Description of how the PCFO will afford federated groups and agencies at the local, national, and international levels adequate opportunity for input regarding the overall campaign, including print campaign materials and training and the process that federated groups and agencies must use to attend or participate in approved campaign meetings kick off events, charity fairs, and training sessions.

g. Internal policies and procedures to be used to safeguard the use of the CFC logo, CFC references, and/or contributor names.

## **2.2 PRIOR EXPERIENCE.**

The applicant should detail relevant, recent past performance on similar efforts including for whom the work was done, the scope of the effort, and any program references that may assist in verifying the quality of the work performed.

## **2.3 CAMPAIGN PLAN.**

The **campaign plan** must cover the entire performance period and must include an operating plan for the first year in sufficient in detail to allow the LFCC to assess how the applicant will administer an efficient and effective CFC. The plan must address the approach to methods that will be used to accomplish all tasks delineated in Part One, Statement of Work, as follows:

**a. Campaign Management and Marketing Support.** The campaign plan must describe the approach to meeting requirements of sections a and b. The plan should include how the planning calendar will be developed and executed, including a description of the employee solicitation, methods of solicitation, and timing of start-up. The plan should also delineate the federal employee education and outreach activities programmed for by the applicant.

- a. **Pledge Support.** The campaign plan must describe the approach to meeting requirements of section 1 c. The plan should include a succinct description of the process of transferring donations to charities, including the system for reconciliation of original the donor's original pledge amounts with the final distribution.
- b. **CFC Applications Processing Support.** The campaign plan must describe the approach to meeting requirements of section 1d.; specifically the capability of the applicant to administratively support the LFCC.

**2.4 Financial Accountability.** Include a detailed financial proposal explaining the approach to accomplishing all tasks delineated under Fiscal Accountability requirements of section 2. The PCFO financial management plan must present a sound fiscal approach, and demonstrate adherence to the fiduciary responsibilities of 5CFR § 950.105. The plan should describe internal controls designed to provide reasonable assurances that the fiduciary responsibilities of 5 CFR § 950.105 will be achieved. The financial management plan must also specifically address the system for reconciliation of original pledge amounts with final distribution of funds. Emphasis should be on the approaches to and degree of checks and balances that are offered to ensure the accountability and integrity of the system.

**2.5 CFC Campaign Budget and Budget Justification.** A complete budget for campaign year 2010 based on projected expenses must be presented along with a narrative justification explaining rationale or formulas used in calculating major cost categories (see exhibit A). The budget is subject to LFCC review and approval, and may be altered by the LFCC at any time. A complete budget for campaign year 2011 and 2012 will be requested by the LFCC at a future date during campaign year 2010.

**2.6 Reporting requirements.** The campaign plan must describe the approach to ensuring the requirements of section 1.3. are met.

## **PART THREE**

### **3.1 REQUIRED STATEMENTS AND CERTIFICATIONS**

The following are required statements and certifications that must be submitted as part of the application. A statement pledging to:

- a. Administer the CFC fairly and equitably
- b. Conduct campaign operations such as training, kick-off and other events, and fiscal operations, such as banking, auditing, reporting and distribution separate from the applicant's non-CFC operations.

In addition, applicants must:

- c. Certify the PCFO will abide by the directions, decisions, and supervision of the LFCC and/or OPM Director.
- d. Acknowledge the applicant is subject to the potential sanctions and penalties of 5 C.F.R. § 950.603
- e. Acknowledge the applicant is subject to the provisions of 5 C.F.R. §§ 950.202 and § 950.203.

### **3.2 ANNUAL PCFO REVIEW AND EVALUATION**

The LFCC will conduct an annual review of the PCFO's performance and conclude on whether or not to renew the agreement with the PCFO no later than January 11, 2011. The LFCC retains the authority to open the PCFO position for bids from other 26 USC §501(c)(3) organizations in future campaign periods if it determines that the PCFO has not performed satisfactorily or otherwise met the agreed-upon deliverables outlined in the LFCC-PCFO Memorandum of Understanding, the CFC regulations, or in guidance issued by OPM's Office of CFC Operations.

### **CANCELLATION PROCEDURES**

All program years except the first are subject to cancellation. Cancellation dates for each program year will be established by the LFCC based on the annual performance review schedule and will consider the lead time required to engage in the competitive bid process. Any cancellation fees will be limited to actual costs incurred based on expense receipts.

## **PART FOUR**

### **4.1 PROPOSAL EVALUATION CRITERIA**

The technical evaluation criteria to be used in evaluating operational and technical capacity and capabilities are briefly described below. Each criterion will be weighted in descending order as these appear for purposes of the evaluation.

- a. Campaign Management Plan and Technical Capability: will assess the applicants understanding of the programs objectives, procedures, customers, and the government environment in which it functions; the overall viability of the plan and the applicant's ability to perform on schedule.
- b. Fiscal Accountability Plan and Budget - assesses the prior record of fiscal accountability and reporting and understanding of the accountability requirements of the program. The budget will be evaluated for reasonableness, completeness and affordability.
- c. Prior Relevant Experience - assesses the extent and applicability of applicant's prior experience, including previous experience of the applicant and any subcontractors working together.

- d. Capabilities of Proposed Personnel- assesses the relevance of key staff qualifications against the CFC program objectives, including any sub-contract arrangements; and capability/availability to perform services throughout the life of the agreement
- e. Past Performance - reviews customer references and assesses customer input; reviews sample products.

**Exhibit A Budget Format**

**CFC Campaign Budget**

Campaign Period 1 - 2013
Salaries
Employee Benefits
Payroll Taxes
Total Payroll Related Expenses
Annual Audit
Campaign Processing
Supplies
Office
Campaign
Telephone
Office
Campaign
Postage & Shipping
Occupancy
Staff
Loaned Executives
Warehousing
Design and Development
Maintenance and Update
Legal Notice
Printing
Contract
Campaign Materials
Stationary and Reports
Internal
Campaign Materials
Stationary and Reports

Campaign Events
Campaign Promotion
Campaign Video
Awards
Local Transportation
Special Events
Staff & Volunteer Development
Total Expenses
Campaign Projection
Percent of CFC Expenses to Campaign