

GREATER HARTFORD
COMBINED FEDERAL CAMPAIGN

Request for Proposals

FOR

Principal Combined Fund Organization

Local Federal Coordinating Committee (LFCC)
Ronald Lavoie, Chair
E-mail: ronald.t.lavoie@usps.gov

All applications and supporting materials must be received no later than
10 a.m. on **Friday, February 10, 2012**

Applicants should be aware that an in-person interview with the LFCC during the weeks
of February 6, 2012 and/or February 13, 2012 may be required prior to final selection.

Greater Hartford Combined Federal Campaign
Request for Proposals

For the
PRINCIPAL COMBINED FUND ORGANIZATION/ CAMPAIGN MANAGER MARCH 1,
2012 THROUGH FEBRUARY 28, 2015

Please be sure to address each element and as thoroughly as possible.

1. BACKGROUND

1.1. PURPOSE

The 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 the 2012 - 2015 Greater Hartford (CT) Combined Federal Campaign (CFC.) The request for proposals is posted on the CFC web site www.greaterhartfordcfc.org. A notice was sent out electronically to local agencies and local federations.

1.2 CFC MISSION

The mission of the CFC is to support and to promote philanthropy through a program that is employee-focused, cost-efficient and effective in providing all employees with the opportunity to improve the quality of life for all. Federal employees created the CFC --- one campaign, once a year. By allowing employees to select the organizations of their choice from a single brochure and to make their contributions through payroll deductions, the CFC opened wide 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, the CFC solicits approximately 6,000 Federal employees with duty stations in Greater Hartford and nearly 2.1 million employees nationwide from the civilian, military, postal and congressional ranks. The CFC is currently made up of over 250 local campaigns. The US Office of Personnel Management's Office (OPM) of CFC Operations has the overall responsibility for 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's fiscal records. Each campaign is directed by a LFCC comprised of local Federal leaders representing numerous agencies.

1.3 CFC AUTHORITY

TITLE 5 CODE OF FEDERAL REGULATIONS, PART 950.104 authorizes the LFCC to solicit applications from federations, charitable organizations, or combinations thereof to serve as the PCFO; and to select the PCFO to act as its fiscal agent and campaign coordinator for the CFC.

TITLE 5, CODE OF FEDERAL REGULATIONS, PART 950.105 outlines the responsibilities of the PCFO. In addition, PART 950.601 provides additional requirements governing the release of contributor names.

1.4. PCFO RESPONSIBILITIES

TITLE 5 CODE OF FEDERAL REGULATIONS, PART 950, 105 (d) and CFC Guidance Memoranda outline the responsibilities of the PCFO. (a copy of the CFC regulations and memoranda may be downloaded from www.opm.gov/cfc/.) 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. The PCFO is responsible for conducting an effective and efficient campaign in a fair and even-handed manner. Only federations, charitable organizations, or combinations thereof may serve as the PCFO. Tasks are outlined in section 2 in six major categories: Financial Accountability, Pledge Support, CFC Applications Support, Campaign Management Support, Campaign Marketing and Reporting.

1.5 APPLICATIONS / PROPOSALS

All applications and supporting materials must be received no later than 10 a.m. on **Friday, February 10, 2012**

Only proposals addressing all of the key elements and outlining task definitions outlined herein will be considered. Applicants should be aware that an in-person interview with the LFCC during the week of February 6, 2012 may be required prior to final selection. Interested organizations should submit their complete proposal to:

Ronald Lavoie, LFCC Chair
Greater Hartford Combined Federal Campaign
30 Laurel Street
Hartford CT 06106
Ronald.T.Lavoie@usps.gov

All questions and inquiries should be directed to the LFCC Chair only.

In addition to addressing all task definitions, applicants must provide evidence of the organizational capacity, capability and experience as defined in the scope of work and submit a written campaign plan that addresses all of the key elements. The proposal will be utilized by the LFCC to evaluate the applicants for the PCFO to serve as its fiscal agent and campaign coordinator as described in this solicitation.

2. SCOPE OF WORK

2.1 ORGANIZATIONAL CAPACITY AND CAPABILITY

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

- Experience managing charitable fundraising initiatives on behalf of charitable organizations or analogous solicitation campaigns;
- Ability to meet pledge processing and fund distribution requirements and overall

- technology related capacity to perform the requirements of the solicitation;
- Staffing plan to include monthly breakdown of average hours each position will spend working on the Greater Hartford CFC, anticipated duty station and budgeted salary expenses, including benefits;
 - Description of the organization's structure and how the proposed PCFO program will fit into the existing structure;

2.2 PRIOR EXPERIENCE

The applicant should detail relevant, recent past performance on similar efforts including for which the work was done, the scope of the effort and any program references that may assist in verifying the quality of the work performed. Applicants should provide examples of how they have, in a timely manner, resolved issues or problems arising during the campaign, including those identified by the LFCC. Please also provide examples of prior experience in publicizing campaigns to the donor base.

2.3 KEY ELEMENTS

Proposals must contain a description of the key elements and task descriptions contained herein. It is the PCFO's responsibility to ensure that, to the extent reasonably possible, every employee is given the opportunity to participate in the campaign.

2.3.1. Describe how the PCFO will conduct an efficient and effective campaign, under the direction of the LFCC. The description should explain how the CFC would be supported as a separate campaign; apart from the applicant organization's own campaign or other campaigns for which it serves as a contractor. Please note safeguards in place to ensure that work does not overlap and that the workplace campaigns do not interfere with one another both fiscally and managerially.

2.3.2. The plan should describe how the PCFO will afford federated groups and agencies with representatives in the Greater Hartford CFC area in the local campaign adequate opportunity for input regarding the overall campaign, including print campaign materials and training.

2.3.3. The process that federated groups and agencies must use to attend or participate in approved campaign meetings, kick offs, charity events and training sessions;

2.3.4. The process that will provide federated groups, agencies, and the general public the opportunity to review at the PCFO office all reports, budgets, audits, training materials and other records pertaining to the CFC.

2.3.5. The internal policies and procedures to be used to safeguard the use of the CFC logo, CFC references, and/or contributor names on or included in invitation notices, letters, or promotional materials without prior LFCC approval.

2.3.6. The internal policies and procedures to be used to safeguard CFC donor recognition awards and promotional materials.

2.4 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:

2.4.1. 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.

2.4.2. Distribute undesignated funds to all organizations in the brochure in the same proportion that they received designations.

2.4.3 Maintain a detailed schedule of PCFO actual CFC administrative expenses and present regular reports to LFCC on such expenses.

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

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

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

2.4.7. Submit to the LFCC an audit of collections and disbursements no later than June 15 for each campaign managed in which the last disbursement is made. The audit must be performed by an independent certified public accountant pursuant to generally accepted auditing standards and OPM guidance.

2.4.8. Absorb the cost of any reprinting of campaign materials due to the PCFO's noncompliance with 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.

2.4.9. Prepare and maintain a line item budget that details all estimated costs required to manage the CFC. The budget must contain sufficient details for the LFCC to understand the cost associated with managing the CFC. See Exhibit A for sample itemized budget categories.

2.4.10 A Campaign budget must be prepared based on projected expenses and not based on a percentage of the funds raised in the campaign.

2.5 Pledge Support

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

2.5.1. Develop and provide a comprehensive training for loaned executives prior to the CFC launch. Additional training must also be provided for campaign coordinators, key workers, and other campaign representatives. Agency Managers should be trained to check to ensure the pledge card is legible on each copy, verify mathematical calculations, and ensure the block on the pledge card concerning the release of the employee's name and address is completed fully. All staff affiliated with the CFC must be trained in the Code of Federal Regulations relating to the CFC. All training materials must be approved by the LFCC in advance.

2.5.2 Prepare the annual pledge card and brochure consistent with the regulations and OPM instructions. Submit all campaign materials to the LFCC for approval in accordance with predefined schedules. Only approved materials can be distributed. All materials must be checked for quality, including spelling, grammar, accuracy, etc.

2.5.3. 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 unless donor authorizes the release.

2.5.4. Support Government actions to provide electronic pledge processes to employees. Support will include production of an electronic brochure file in predefined format of campaign's local listing and, if possible, an electronic pledging mechanism.

2.6 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 Greater Hartford CFC. The PCFO will not determine the eligibility of local organizations. That 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:

- Disseminating information regarding solicitation of applications, including responding to inquires and posting notice on the CFC website and hard copy mailings
- Development of local instructions and forms to assist charitable agencies applying for participation in the CFC.
- Assisting the LFCC in the screening of applications for completeness.

2.7. Campaign Administrative and Management Support

The PCFO will provide administrative and management support to the LFCC for the CFC, which includes but is not limited to:

1. Prepare agenda for LFCC meetings.
2. Assist the LFCC to establish a network of employee key workers and volunteers in local federal agencies to carry out the campaign.
3. Assist the LFCC to ensure that, to the extent reasonably possible, every employee is given the opportunity to participate in the campaign.
4. Attempt to identify and obtain locally/regionally recognized celebrities to serve as keynote speakers or presenters at special Greater Hartford CFC events including, but not limited to, the CFC Kickoff Event and Celebration & Awards Ceremony. All speakers and presenters are subject to LFCC approval.
5. Provide campaign absolute, statistical and comparative information during the campaign and as needed, thereafter. Such information must include at a minimum the following data:
 - i. Agency identification information
 - ii. Current year and a minimum of two 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
 - iii. Summary information for the items above.

2.8 Campaign Marketing

All application proposals shall contain a specific, detailed marketing plan that will include strategies and specific tactics for review and approval by the LFCC. The plan should include your strategy for ensuring that the Greater Hartford CFC is visible in the Federal workforce year round in all areas geographically covered by the Greater Hartford CFC; a strategy for reaching the “new” generation of donors as well as newly hired employees. The plan’s audience should be

clearly outlined and year-round strategies designed. Please include ideas, if any, for additional fundraising / “fun”raising activities and special events, and identify desired geographic locations for these events throughout the campaign area. All must be pre-approved by the LFCC prior to confirmation.

All correspondence, including promotional emails, letters, media advisories, faxes, and solicitations for prizes, should be sent utilizing the CFC logo and Greater Hartford CFC stationary developed by the PCFO and approved by the LFCC in advance. References to the PCFO’s home organization should be eliminated and the CFC logo / reference utilized exclusively.

The PCFO will be responsible for developing new and creative ideas and to involve wider distribution of information among the entire campaign geographic area. The PCFO is responsible for all campaign marketing activities. Marketing activities may include, *but are not limited to*:

2.8.1 AWARDS AND EVENTS

2.8.1.2 It is the PCFO’s responsibility to design and implement CFC awards programs, which are accessible to all employees, subject to LFCC’s approval. All awards and awards criteria must be approved by the LFCC in advance.

2.8.1.3 It is the PCFO’s responsibility to identify, support and track, and in a timely manner schedule of locally/regionally recognized individuals to serve as keynote speakers or presenters at special CFC events.

2.8.1.4 It is the PCFO’s responsibility to ensure that all government-wide special events are reviewed and approved by the LFCC prior to making any commitments for such events. PCFO applicants are encouraged to propose events that may enhance not only contributions to but the visibility of, the CFC. Provide specific ideas, projected costs and anticipated results (e.g. team building, campaign awareness, direct contributions)

2.8.1.5 It is the PCFO’s responsibility to plan and execute government- wide special events if requested by the LFCC, and to solicit prizes and other necessary donations, under the direction and approval of the LFCC. (Individual agency special events and solicitations thereof are the responsibility of the Agency Manager. PCFO and CFC Executives may provide support only.) Solicitations should be conducted on behalf of the Greater Hartford CFC using official CFC letterhead. All proceeds from agency-wide special events should be recorded as such and placed in the undesignated funds, unless other approved, in advance, by the LFCC. This includes raffle/ drawing ticket sales, registration fees, etc.

2.8.1.6 Support pledge drive events as defined by the LFCC.

2.8.2 COLLATERAL MATERIALS

2.8.2.1 Submit to LFCC for review and approval, in advance of posting or distribution, and in a timely manner, the design and development of all campaign promotional materials. This includes, but is not limited to: letterhead and envelopes, posters, invitations to special events, video, CFC Donor Brochure, recognition awards, campaign forms and reports.

2.8.2.2. Submit to LFCC for review and approval, the design and development of the training materials for the Loaned Executives and Coordinators/Key Workers.

2.8.3 WEBSITE

Submit to LFCC for review and approval prior to posting a state-of-the-art CFC web site that is 508 compliant and updated at least weekly. Domain / web site names are the property of

the Greater Hartford CFC / US government and should be compliant with all OPM policies and regulations. This web site should provide the following content and functions, but not limited to:

- a. A searchable database that contains the following information on all charities included in the campaign: CFC designation code, administrative expense range, organization name, and affiliation.
- b. List of LFCC members and their home agency, with photos and links to their email addresses and contact information.
- c. A welcome page notice of events including comprehensive calendar of CFC milestone dates.

2.8.4 MEDIA RELATIONS

2.8.4.1 Periodically during the campaign and intermittently year-round, the PCFO shall send out press releases on campaign events and highlights to local and regional media outlets and newspapers. This includes, but is not limited to, charity visits, presentation of large checks, inclusion of new charities in the CFC, etc. Copies of these releases, and subsequent media coverage, should be distributed to the LFCC regularly.

2.8.4.2 Prior to the start of the Campaign, the PCFO shall be responsible for collecting Loaned Executive, LFCC and other key campaign staff biographies and pertinent information and for developing media releases to be sent to local newspapers and newsletters. Copies of these releases, and subsequent media coverage, should be distributed to the LFCC regularly.

2.9 Reports

The PCFO must report to the LFCC Chair or designated point of contact as determined by the LFCC (e.g. CFC Chair, Vice Chair) to review the status of the campaign and address any issues during the Campaign and to the full LFCC.

2.9.1 The following written reports must be submitted from the PCFO to the LFCC regularly and in a timely manner as outlined by the LFCC.

1. *Summary report*- campaign performance results using the [Online Form 1417](#) posted on the CFC website at www.opm.gov/cfc. The 1417 must be completed by March. 1. Additionally, interest earned on the bank accounts used to deposit CFC contributions must be reported on the OPM Form 1417.

2. *Monthly reports* During the Campaign, the PCFO must provide

3. *Campaign in Review*: The PCFO must submit to the LFCC, no later than January 30, 2013, (and annually thereafter) a complete management information report describing the campaign results including absolute, statistical, and comparative data for the entire campaign area. The report must include at a minimum the following data:

- a. Agency identification information,
- b. Current year and if possible three additional years of information for:
Number of employees, Number of donors, Percentage of participation, Total amount pledged/contributed, Percentage change in giving, Per capita gift, Average gift, Number of leadership donors, and Amount pledged by leadership donors. Summary information for the items above. This report should also provide specific campaign data as well as feedback on the overall campaign, including: strengths, weaknesses, successes, challenges, and suggestions for improvement. The report should evaluate campaign

strategies and provide an analysis of the results.

2.9.2 The PCFO will provide documents or information requested by the LFCC, Director, CFC Operations, OPM, within 10 calendar days of the receipt of that request.

2.9.3 The PCFO will 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 16 of each year.

2.9.4 The PCFO shall respond, in a timely and appropriate manner, to reasonable inquiries from participating organizations.

2.9.5 The PCFO will report donor information to recipient organizations. 2.9.6 The PCFO will maintain and report CFC donor designations to receiving organizations apart and separate from other funding sources so as to ensure that CFC funding is uniquely identifiable and reconcilable.

2.9.7 The PCFO will provide to the LFCC a detailed report of actual CFC administrative expenses with, to the extent possible, itemized receipts. 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 to the LFCC no later than February 26, 2013 or a mutually agreed upon delivery date.

2.9.8 The PCFO will provide to the LFCC a copy of the PCFO notice to federations and organizations of the amount designated, if any, and the amount allocated from undesignated contributions by March 15.

2.9.9 The PCFO will provide to the LFCC a copy of the notice to federations and organizations of the initial disbursement or affidavit indicating that the initial disbursement occurred by April 1.

3. Reporting relationships with LFCC and OPM

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 director, OPM, 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.

4. 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 applications non-CFC operations. In addition, applicants must:
 - C.) Certify that the PCFO will abide by the directions, decisions, and supervision of the LFCC and/or Director
 - D.) Acknowledge that the applicant is subject to the potential sanctions of CFR 950.403 and 950.603.
 - E.) Acknowledge that the applicant is subject to the provisions CFR 950.202 and 950.203.

5. TERM

This agreement is as follows:

Year 1: March 1, 2012 through February 28, 2013
Year 2: March 1, 2013 through February 28, 2014
Year 3: March 1, 2014 through February 28, 2015

A Memorandum of Understanding (MOU) will be developed and shall take effect on the date of signature of both parties, and will remain until the completion of the term of this agreement. The campaign year commences upon MOU signing, and is complete only after all funds have been distributed, audited financial statements are reviewed, and compliance assessment reports are approved by the LFCC.

The LFCC may renegotiate or opt out of the agreement due to poor performance or if the PCFO fails to meet the expectations of the agreement, at the end of a Campaign year, with 60 days notice to the PCFO and terminate the agreement with 30 days notice to the PCFO. The MOU may be amended in writing and at any time by mutual agreement of the LFCC and PCFO. (Budget may be adjusted annually to reflect inflation with LFCC approval.)

TERMINATION:

If the Director of OPM or LFCC Chair finds the PCFO has mismanaged funds or finds that the PCFO has failed to manage and disburse donor contributions honestly, prudently and in accordance with donor intentions and CFC regulations, the PCFO will be considered for disqualification from future services. As defined in 5 CFR 950.403 of CFC regulations, a disqualification as a PCFO may only be imposed after a hearing on the record and written communication of the decision.

END

EXHIBIT A: SAMPLE BUDGET SHEET > Please be as detailed as possible. What services will be provided for each estimated cost?

Proposed Budget	
Salaries	
Direct	
Indirect	
Employee Benefits	
Direct	
Indirect	
Payroll Taxes	
Direct	
Indirect	
Total Payroll Related Expenses	
Direct	
Indirect	
Annual Audit	
Campaign Processing	
Supplies	
Office	
Campaign	
Postage & Shipping	
Rent	
Website	
Design	
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 Travel	
Special Events	
Staff & Volunteer Development	
Total Expenses	

Campaign Projection
Percentage of CFC Expenses to Campaign