

Norcal CFC
Local Federal Coordinating Committee

Solicitation for the 2016 Principal Campaign Fund Organization (PCFO)

Thank you for your interest in the 2016 PCFO selection process. The Office of Personnel Management (OPM) has authorized the Local Federal Coordinating Committee (LFCC) for the Combined Federal Campaign of the Norcal CFC to conduct a Request for Proposals for a PCFO for the 2016 campaign. The solicitation for the 2016 Norcal CFC must consist of a firm term of one-campaign, with an option for two additional one-campaign extensions to be exercised at the LFCC's discretion. The attached solicitation contains detailed instructions and information.

To be considered, your proposal must be received to the San Francisco FEB email inbox Castaneda.Gail.M@dol.gov no later than 5:00 PM PST, December 16, 2015.

1. Applicants must submit their proposals electronically via email to Gail Castaneda, Castaneda.Gail.M@dol.gov.
2. The Applicant's electronic proposal must be in accordance with the requirements set forth below:
 - a. The entire proposal must be submitted in .pdf format.
 - b. Adobe Acrobat must be used to create the "PDF" files.
3. Proposals submitted electronically must be considered "late" unless the offeror completes the entire transmission of the proposal by 5:00 PM, December 16, 2015.

Please note: All proposals must clearly address the mandatory elements contained in the solicitation in the order listed.

PART ONE

1. SCHEDULE OF REQUIREMENTS

1.1. Purpose, general description of services to be provided

1.1.1. Solicitation and Pilot Program

The Norcal CFC Local Federal Coordinating Committee (LFCC) is soliciting applications from federations, charitable organizations or a combination thereof, interested in being considered to serve as the Principal Combined Fund Organization (PCFO) for the 2016 campaign. The Office of Personnel Management (OPM) has authorized the LFCC to conduct a Request for Proposals for a PCFO for the 2016 campaign with two additional one campaign options to allow for continued performance in 2017 and 2018, at the LFCC's discretion. A public notice has been published in electronic media announcing this solicitation for a PCFO, and distributed to OPM's CFC registered charities. The applicable Combined Federal Campaign (CFC) regulations are:

- 5 C.F.R. § 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 administrator for the CFC.
- 5 C.F.R. § 950.105 sets forth the responsibilities of the PCFO. In addition, 5 C.F.R. § 950.601 provides additional requirements governing the release of contributor names.

The primary responsibility of the PCFO is to support the federal government in managing a comprehensive local workplace fundraising campaign with fiscal integrity, accountability, and transparency. A primary goal of the PCFO is to conduct an effective and efficient campaign in a fair and even-handed manner under the direction of the LFCC. Only federations, charitable organizations or combinations thereof may serve as the PCFO.

1.1.2. Performance: Base Campaign and Option Campaigns

- a. The award of this solicitation by the LFCC to the PCFO must result in a Memorandum of Agreement (MOA) for one campaign to serve as the 2016 PCFO for the Norcal CFC Combined Federal Campaign.
- b. The LFCC may exercise an option to extend the period of performance for one and up to two additional campaigns, for the 2017 and 2018 Norcal CFC campaigns. The LFCC must base its decision on factors including, but not limited to, the success of the 2016 campaign; results of the Norcal CFC Scorecards; performance metrics; financial,

performance, annual AUP Audit, and Office of the Inspector General audits; and other factors identified by OPM and/or the LFCC.

- c. The LFCC must notify the 2016 PCFO no later than December 31, 2016, of their decision to exercise the first of two one-campaign options for the 2017 Norcal CFC campaign. The services and costs proposed by the PCFO for the 2017 campaign as part of the 2016 proposal must be reviewed along with the costs incurred for 2016 to constitute the services and costs of the exercised option.
- d. The PCFO must propose costs for the 2016 and the two options campaigns, (2017 and 2018) Norcal CFC campaigns in this solicitation. For award purposes, the LFCC must evaluate all offers by adding the total price for both the Base Campaign (2016) and the two Option Campaigns (2017 and 2018). Evaluation of Option Campaign prices must not obligate the LFCC to exercise the option.
- e. If the LFCC decides not to exercise an option period of performance, the PCFO must only be eligible for expenses submitted and approved by the LFCC related directly to performance of the 2016 Norcal CFC campaign. In general, the LFCC must not reimburse the PCFO for any costs incurred due to not exercising an option period. However, the LFCC and the PCFO may agree to enter into a supplemental agreement for additional services beyond the base agreement. The services to be performed, the cost and payment as well as the period of performance for the services must be made in writing for the PCFO to be paid for the services provided or expenses incurred.

1.1.3 Memorandum of Agreement (MOA)

The MOA must contain the following language:

- a. The term of this MOA is for one (1) campaign with two (2) subsequent one-campaign options.
- b. The LFCC may exercise an option to extend the period of performance for up to two additional one-campaign periods, for the 2017 and 2018 Norcal CFC campaigns. The LFCC must base its decision on factors including, but not limited to, the success of the 2016 campaign; results of the Norcal CFC Scorecards; performance metrics; financial, performance, annual AUP Audits, and Office of the Inspector General audits; and other factors identified by OPM and/or the LFCC. The LFCC's decision regarding an option exercise is unilateral and at the LFCC's discretion.
- c. The LFCC must notify the 2016 PCFO no later than December 31, 2016, if it decides to exercise the option for the 2017 Norcal CFC campaign. The services and costs proposed by the PCFO for the 2017 campaign as part of the 2016 proposal and the costs incurred by the PCFO must constitute the services and costs of the exercised option.

- d. If the LFCC decides not to exercise the option period of performance, the PCFO must only be eligible for expenses submitted and approved by the LFCC related directly to performance of the 2016 Norcal CFC campaign. In general, the LFCC must not reimburse the PCFO for any costs incurred due to not exercising an option period. However, the LFCC and the PCFO may agree to enter into a supplemental agreement for additional services beyond the base agreement. The services to be performed, the cost and payment as well as the period of performance for the services must be made in writing for the PCFO to be paid for the services provided or expenses incurred.

1.1.4. Proposed Solicitation Timeline

All application proposals submitted for consideration *must be received by the LFCC to the email box Castaneda.Gail.M@dol.gov no later than 5:00 p.m., PST, December 16, 2015.*

- a. Applicants must submit their proposals electronically via email to the San Francisco FEB Office at Castaneda.Gail.M@dol.gov.
- b. The offeror's electronic proposal must be in accordance with the requirements set forth below:
 - i. The entire proposal must be submitted in .pdf format.
 - ii. Adobe Acrobat must be used to create the "PDF" files.
 - iii. All submissions must include "PCFO solicitation" in the subject line of the email.
 - iv. All proposals must clearly address the mandatory elements contained in the solicitation in the order listed.
 - v. Proposals submitted electronically must be considered "late" unless the offeror completes the entire transmission of the proposal prior to the closing date and time for receipt of proposals under this solicitation. Proposal transmission must be completed by *5:00 p.m., December 16, 2015*. Please note: These submission instructions also apply to any future correspondence, as applicable, in response to this solicitation.

1.1.5. CFC Mission

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. The CFC is the only authorized solicitation of employees in the Federal workplace on behalf of charitable organizations. Annually, it solicits approximately 100,000 employees in the Norcal CFC campaign and nearly 4 million employees nationally from postal, military, and civilian agencies. The OPM Office of CFC has 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. Each campaign is directed by a Local Federal Coordinating Committee (LFCC),

comprised of members of the local federal interagency organizations, that acts as a “board of directors” for the local campaign.

1.2. Specific Statement of Work

The purpose of the statement of work (SOW) is to provide the requirements, performance expectations, and deliverables required to serve as the PCFO to the local CFC campaign, as outlined in 5 CFR 950 and CFC Guidance Memoranda. Complete copies of all CFC regulations and memoranda may be downloaded from <https://www.opm.gov/combined-federal-campaign/>.

Task definitions are presented below in six major categories: Financial Accountability, Pledge Support, CFC Applications Support, Campaign Management Support, Campaign Marketing, and Reporting.

1.2.1. Financial Accountability

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

- a. 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.
- b. Distribute undesignated funds to CFC charities in the same proportion that they received designations.
- c. Maintain detailed supporting documentation of all PCFO actual CFC administrative expenses by campaign year. For direct expenses, this includes the receipt with a detailed description of the expense (e.g. for professional fees the receipt should include a breakdown of the services provided with the hours). For indirect expenses, the allocation amount must be supportable and traceable to the general ledger (e.g., occupancy costs based on square footage used by CFC).
- d. Maintain CFC financial records and interest-bearing bank accounts separate from the PCFO’s internal organizational financial records and bank accounts.
- e. Maintain all financial records and bank accounts pursuant to generally accepted accounting principles.
- f. Provide to the LFCC in advance for consideration any proposed expenditures for conferences, training, travel, per diem, and meals (in accordance with Federal Travel Regulations for overnight travel only) for staff/volunteers. Such expenditures must require specific review and approval by the LFCC.
- g. Implement necessary controls to insure that interest earned on all CFC accounts is distributed in the same manner as undesignated funds.
- h. Submit to the LFCC a Report on the Results of Performing the Agreed Upon Procedures (AUP) issued by OPM no later than the date established by the LFCC or OPM for the 2016 campaign cycle. The AUP must be performed by an independent certified public accountant pursuant to OPM guidance.

- i. Absorb the cost of any reprinting of campaign materials and related expenses 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 LFCC and Director of CFC at OPM. The PCFO must also absorb campaign costs exceeding 100 percent of the approved budget unless the overage is approved by the LFCC.
- j. Prepare and maintain a line item budget and financial report that details 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, but are not limited to, **itemized salaries and salary portions for all employees, supplies, rental and maintenance of equipment, printing and artwork, promotion and marketing, special events, and staff and volunteer development; 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. The budget should tie back to the campaign plan provided in the proposal.

1.2.2. Pledge Support

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

- a. 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.
- b. Coordinate with agency campaign leaders under the auspices of the LFCC to ensure that no employee is questioned or coerced in any manner regarding the employee's participation in the campaign or his or her designation or amount.
- c. Provide training for campaign leaders, coordinators, and keyworkers. Keyworkers must 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 for both traditional and e-giving options, should the employee mark the box they wish this information released.
- d. As necessary, create a system to distribute print campaign materials to campaign leaders, coordinators and keyworkers, at no cost to them or their agencies, with estimated expenses included in the proposal.
- e. Maintain donor privacy and honor employee requests that their names not be released to organization(s) that they designate and not utilize donor names in any way other than to release to the designated organizations if the donor requested.
- f. Support and implement electronic pledge processes. Support must, at a minimum; include production of an electronic version of the campaign Charity List.
- g. Donor materials must comply with Section 508 of the Rehabilitation Act, which requires that electronic and information technology be accessible to people with disabilities. The LFCC is committed to assuring that all federal employees have access to CFC

information. The PCFO must ensure that all information (including websites, publications, video, and other CFC materials) is accessible to persons with disabilities.

1.2.3. CFC Applications Processing Support

The PCFO must support the LFCC in processing applications for participation by local charities. The PCFO must 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:

- a. Assist in the dissemination of information regarding the solicitation of applications.
- b. Support development of local instructions and forms to assist charitable agencies applying for participation in the CFC.
- c. Assist the LFCC in the screening of applications for completeness.
- d. Data entry of all applications into the OPM database.

1.2.4. Campaign Management Support

The PCFO must provide support to the LFCC in CFC campaign management functions, which include, but are not limited to:

- a. Assisting in the solicitation of Loaned Executives from local federal agencies to support the campaign.
- b. Creation of agency accounts with specific locations, points of contact and telephone or email, updated annually.
- c. Assisting in the solicitation of a network of leaders and keyworkers in local federal agencies to carry out the campaign.
- d. Ensuring that, to the extent reasonably possible, every employee is given the opportunity to participate in the campaign.
- e. Maintaining records of LFCC meetings and activities performed by the PCFO and LFCC. Such records are the property of the Government and must be maintained at the direction of the LFCC consistent with OPM regulations and guidance.
- f. Developing a planning calendar that identifies key campaign events and milestones, such as:
 - i. Major campaign events, training programs, conferences, events, and meetings.
 - ii. Release of information and reports required by regulation and this solicitation.
 - iii. Review and update of agency account profiles.
 - iv. LFCC review of donor recognition awards.
 - v. Interviewing of prospective Loaned Executives on behalf of the LFCC.
 - vi. LFCC review of campaign materials, (i.e., Pledge Form, Catalog of Caring, posters, donor recognition awards, reports, invitations, and “thank you” items, etc.).

- vii. Publication and distribution schedule for campaign materials to participating Federal agencies.
- viii. Training schedule for Loaned Executives, agency leaders, and keyworkers.
- ix. Website design, development, and updates.
- x. Reporting and allocation of contributions.

1.2.5. Campaign Marketing

The PCFO must be responsible for certain campaign marketing activities under the direction of the LFCC. These may include, but are not limited to:

- a. Implement a CFC awards programs subject to LFCC approval in accordance with OPM guidelines
- b. Support special events as approved by the LFCC.
- c. Identify and support scheduling of recognized individuals to serve as keynote speakers or presenters at special events as approved by the LFCC.
- d. Include a plan for providing federations and agencies the opportunity to offer suggestions related to the operation of the campaign, printed materials, and training.
- e. Design, develop, and submit to the LFCC for approval prior to publication all campaign promotional materials, including social media sites.
- f. Design, develop, and submit to the LFCC for approval prior to publication the CFC training plans and materials for the Loaned Executives, agency leaders, and key workers.
- g. Design, develop, and submit to the LFCC for approval a CFC website that meets all OPM requirements for electronic media. The website must provide the following minimum functionality:
 - i. Front page (welcome) must include the current official CFC logo and campaign theme approved by the LFCC, and summary results from the most recent campaign. This page must have page links for each of the primary pages available on the site.
 - ii. The primary pages must contain at a minimum:
 - a) A special events page
 - b) An LFCC page listing current members and their contact information
 - c) A map of CFC geographic boundaries
 - d) Campaign training and campaign materials
 - iii. The site must enable employees to search for a list of participating organizations based upon certain criteria. For example: CFC designation code, administrative expense range, organization name (including free form or wild card type searches, if practical), and affiliation.
 - iv. The site must be stand-alone or government agency affiliated. It may not be affiliated with the PCFO's website.

1.2.6. Reporting

The following reports must be timely submitted from the PCFO to the LFCC. All campaign records, including reports, must be retained a minimum of three years following that campaign's audit. The reports must include:

- a. A Summary Report of the campaign performance results using the Online Form 1417 posted on the CFC website at <https://www.opm.gov/combined-federal-campaign/>. The 1417 must be completed by the date determined by the LFCC.
- b. A Monthly report to the LFCC 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:
 - i. Agency account information
 - ii. Current campaign and if possible three additional campaign years of information for:
 - a) Number of employees
 - b) Number of donors
 - c) Percentage of participation
 - d) Total amount pledged/contributed
 - e) Percentage change in giving
 - f) Per capita gift
 - g) Average gift
 - h) Number of leadership donors
 - i) Amount pledged by leadership donors
 - j) Summary information for the items above
 - i. Documents or information requested by the LFCC within 10 calendar days of the receipt of such request.
 - ii. Support the LFCC oversight responsibilities by providing progress reports of the campaign's compliance with CFC regulations and OPM guidance. The LFCC must ensure, with PCFO support, that the campaign submits the compliance assessment documents to OPM by the date required.
 - iii. Respond, in a timely and appropriate manner, to reasonable inquiries from participating organizations.
 - iv. Report accurate donor information to recipient organizations.
 - v. Maintain and report CFC donor designations to receiving organizations apart and separate from other funding sources to ensure that CFC funding is uniquely identifiable and reconcilable by campaign year.
 - vi. Provide to the LFCC a monthly actual CFC expenses with, as requested, 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 by the 16th of each month or a date determined by the LFCC.
- vii. Provide an interim expense reimbursement request, as outlined in OPM Memoranda, by February 23 of the year following the employee solicitation period, and a final expense reimbursement request by February 23 of the year in which the final distribution is to be made. For the 2016 campaign, this would mean February 23, 2017 for the interim expense reimbursement, and February 23, 2018, for the final reimbursement request.
 - viii. 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 16.
 - ix. Provide to the LFCC a copy of the notice to federations and organizations indicating that the initial disbursement occurred by April 1 and must occur monthly thereafter.
 - x. Provide to the LFCC a comprehensive list of campaign awards and incentives for consideration, the proposed amount to be purchased, and proposed cost for the next campaign; and an accounting of the awards and incentives used in the last CFC campaign including the amount distributed and the surplus amounts.
 - xi. Reports and products should take into consideration the federal government's "green" initiatives.
 - xii. Report on "lessons learned" and suggestions from campaign leaders for future campaign improvements.

1.3. Reporting Relationships with the LFCC and the Office of Personnel Management

5 CFR §§ 950.102(c), 950.103(b), 950.105, and 950.603 govern the PCFO's reporting relationships with the 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 of 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. All requests to OPM for waivers of the CFC regulations affecting the LFCC, PCFO, and/or campaign management first must be approved in writing by the LFCC.

PART TWO

2. Key Proposal Components:

Any federations, charitable organization, or a combination 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 Part One. The proposal must 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 Part One above must be detailed. The Proposal must include the organizational structure that must be used to support these requirements, including the assigned personnel and their management reporting structure. Factors to be considered by the LFCC include:

- a. Organizational experience managing charitable fund raising initiatives on behalf of charitable organizations or analogous solicitation campaigns.
- b. Key personnel experience in managing charitable fund raising initiatives on behalf of charitable organizations or analogous solicitation campaigns.
- c. Description of and a sample of its ability to meet pledge processing and fund distribution requirements and overall technology capacity to perform the requirements of the solicitation.
- d. Staffing plan with the roles and resumes of the people proposed to perform PCFO services, and proposed salaries of PCFO personnel.
- e. Description of the organization's structure and how the proposed PCFO program fits into the existing structure.

2.2. Prior Experience

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

2.3. Written Campaign Plan

The applicant must submit a written campaign plan sufficient in detail to allow the LFCC to assess how the applicant must administer an efficient and effective CFC. The plan must address the approach to methods that must be used to accomplish all tasks delineated in sections 1.2, as follows:

a. Financial Accountability. The campaign plan must include a detailed financial proposal explaining the approach to accomplishing all tasks delineated under Fiscal Accountability requirements of section 1.2.1. The PCFO financial management plan must present a sound fiscal approach and demonstrate adherence to the fiduciary responsibilities of 5 CFR 950.105. The plan must describe internal controls designed to provide reasonable assurances that the fiduciary responsibilities of 5 CFR 950.105 must be achieved. The financial management plan must also specifically address the system for reconciliation of original pledge amounts with final distribution of funds. Emphasis must be placed on the approaches to and degree of checks and balances to ensure the accountability and integrity of the system.

b. Pledge Support. The campaign plan must describe the approach to meeting requirements of section 1.2.2. The plan must include a succinct description of the process of transferring donations to charities, including the system for reconciliation of the donor's original pledge amounts with the final distribution.

c. CFC Applications Processing Support. The campaign plan must describe the approach to meeting requirements of section 1.2.3, specifically the capability of the applicant to administratively support the LFCC.

d. Campaign Management Support. The campaign plan must describe the approach to meeting requirements of section 1.2.4. The plan must include how the campaign planning must be developed and executed, including a description of the employee solicitation, methods of solicitation, and timing of start-up.

e. Campaign Marketing. The campaign plan must describe the approach to meeting requirements of section 1.2.5. The plan must describe the planned employee outreach and marketing.

f. CFC Campaign Budget and Budget Justification. A complete budget 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).

g. Reporting requirements. The campaign plan must describe the approach to ensuring the requirements of section 1.2.6 are met. The campaign plan must also specifically address an overall campaign strategy that describes:

- i. How the PCFO must conduct an effective and efficient CFC, under the direction of the LFCC. The description must 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.

- ii. How the PCFO must afford federations and agencies in the local campaign adequate opportunity for input regarding the overall campaign, including print campaign materials and training.
- iii. The process that federated groups and agencies must utilize to attend or participate in approved campaign meetings, rallies, charity fairs, and training sessions.
- iv. The process that must provide the opportunity to review at the PCFO office all reports, budgets, audits, training materials, and other records pertaining to the CFC.
- v. The procedures for ordering, delivering, and tracking campaign materials.
- vi. The internal policies and procedures to be used to safeguard the use of the CFC logo, CFC references, contributor names, and procedures to be used to safeguard CFC donor recognition awards and promotional materials.

2.4. 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 applicant's non-CFC operations. In addition, applicants must:
 - i. Certify the PCFO must abide by the directions, decisions, and supervision of the LFCC and/or OPM's Director.
 - ii. Acknowledge the applicant is subject to the potential sanctions of 5 C.F.R. §950.603.

EXHIBIT A CFC Campaign Budget Format

Proposed Campaign Budget	2016 Cost	2017 Cost	2018 Cost
Salaries (Itemize for all proposed employees)			
Direct			
Indirect			
Employee Benefits			
Direct			
Indirect			
Payroll Taxes			
Direct			
Indirect			
Total Payroll Related Expenses			
Direct			
Indirect			
Annual Agreed Upon Procedures			
Campaign Processing			
Supplies Office			
Campaign Telephone			
Campaign Postage & Shipping			

**Combined Federal Campaign of the Norcal CFC
Local Federal Coordinating Committee
Solicitation for 2016 PCFO**

**November
2016**

Occupancy			
Office Staff			
Loaned Executives			
Warehousing			
Website			
Design and Development			
Maintenance and Update			
Legal Notice			
Printing			
Contract			
Campaign Materials			
Stationary and Reports			
Internal Campaign Materials			
Stationary and Reports			
Campaign Events			
Direct (CFC only)			
Indirect			
Campaign Promotion			
Campaign Video			
Awards			

**Combined Federal Campaign of the Norcal CFC
Local Federal Coordinating Committee
Solicitation for 2016 PCFO**

**November
2016**

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

Direct Costs = costs directly associated with day-to-day operations of the CFC

Indirect Costs = managerial and administrative costs supporting operations of CFC

NOTE: These are high-level category descriptions. It is expected that sub-categories and/or additional categories be included in the budget based on the proposed campaign plan.