

Gateway Combined Federal Campaign

**Principal Combined Fund Organization
SCOPE OF WORK
2004**

Local Federal Coordinating Committee

**Greater St. Louis Federal Executive Board
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Gateway Combined Federal Campaign

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Gateway Combined Federal Campaign

SCOPE OF WORK

PRINCIPAL COMBINED FUND ORGANIZATION (PCFO) APRIL 1, 2004 TO MARCH 31, 2005

I. PURPOSE

The Gateway Campaign Local Federal Coordinating Committee (LFCC) is soliciting applications from not for profit organizations interested in serving as the Principal Combined Fund Organization (PCFO) for the 2004 Gateway Combined Federal Campaign. A legal notice has been published in various local newspapers in accordance with Title 5, Code of Federal Regulations, Part 950.104(c), which requires that the LFCC publish a notice no later than February 1 of the calendar year.

This scope of work (SOW) outlines the regulatory requirements, performance expectations and deliverables related to the Gateway Campaign. Criteria are set out that will be assessed in the selection of the Principal Combined Fund Organization.

II. AUTHORIZATION

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 a PCFO to act as its fiscal agent and campaign coordinator for the Combined Federal Campaign.

Part 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 950.601 provides additional requirements governing the release of contributor names.

Parts 950.102(c), 103(b), 105(e), 603, and 403 govern the PCFO's reporting relationships with LFCC and the U. S. Office of Personnel Management (OPM). The LFCC is authorized to govern the conduct of the Combined Federal Campaign (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.

III. RESPONSIBILITIES

The scope of work outlines the requirements, performance expectations and deliverables required of the PCFO for the Gateway campaign, as outlined in Title 5, Code of Federal Regulations, part 950 and CFC Guidance Memoranda. The PCFO will be selected by and report to the Gateway Local Federal Coordinating Committee.

The PCFO will interact primarily with the Campaign Leadership Committee. Other significant assignments and reports will be channeled through the Finance Committee.

Task definitions are presented below in four major categories: Campaign Management, Financial Accountability, Pledge Integrity, and Reporting.

A. Campaign Management

Supports Campaign Leadership Committee in strategic planning for all aspects of the campaign including:

- Establishing pledge goals for the campaign as a whole and individually for the four divisions
- Suggesting innovative outreach approaches to non-participating federal offices
- Recommending Campaign Representative's account assignments
- Suggesting and implementing innovative marketing initiatives

Ensures that all organizations accepted for participation in the 2004 campaign (local unaffiliated agencies, local federations, and national federations) are informed of and offered the opportunity to provide suggestions on campaign strategy.

Develops and maintains database of all federal volunteers including: name, employing agency, email address, phone, mailing address. Use of Microsoft Access software is required.

Develops and maintains database of all 2004 participating local unaffiliated agencies and local federations: contact person, email address, phone, mailing address. Use of Microsoft Access software is required.

Creates and delivers training for all Campaign volunteers in accordance with section 950.105(d)(3) of the regulation, and consistent with guidance and approval from the LFCC. Targets training to the logistical requirements of the campaign ensuring that all volunteers understand OPM regulations and Gateway Campaign guidelines.

Submits all campaign materials to the Campaign Leadership Committee for review, suggestions, and final approval. Final approval will be given not later than July 1.

Designs and implements CFC award programs, which are accessible to all employees, subject to the LFCC approval, and in accordance with section 950.105(d)(11) of the regulation. Award program will be approved by LFCC not later than July 1. Note: because of the significant military presence in the Gateway Campaign, pins should not be selected for awards or gifts since military personnel cannot wear those items.

Develops storylines, announcements, and other materials as needed for posting on the Campaign web site –www.gatewaycfc.org-and federal agency intranets.

Maintains records of all meetings and activities performed in support of the Gateway Campaign.

Coordinates with and obtains concurrence from the Campaign Leadership Committee concerning the Campaign calendar that identifies key campaign events and milestones, such as:

- Major campaign events and meetings
- Release of information and reports required by regulation and this performance agreement
- Review and update of agency account profiles
- Review and approval dates of campaign materials including (but not limited to) pledge cards, Resource Guide, web site recognition awards, invitations, and “thank you” items
- Review and approval dates of training materials for all volunteers
- Publication and distribution schedule for campaign materials to participating federal agencies, local unaffiliated agencies, and local federations
- Training schedule for all volunteers by type of position,
- Reporting and allocation of contributions.

Supports the LFCC oversight responsibilities by preparing 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, submission of the compliance assessment documents to OPM by September of each year.

B. Financial Accountability

The PCFO develops and maintains a system of records that insures the integrity and accountability of all funds administered in support of the Gateway Campaign. To meet this objective the PCFO:

Prepares and maintains a line item budget that details all estimated costs required to operate the Campaign. The budget must contain sufficient details for the LFCC to understand the cost associated with operating the Campaign. Major budget categories containing direct variable costs, and direct and indirect fixed costs should be detailed as in Exhibit C.

Provides detailed cost information for budget line items for the following events:

- Kickoff event. Approximate attendance: 200. Plan and execute a social event to start the campaign. Provide refreshments.
- Labor/Leadership breakfast. Approximate attendance: 60. Plan and execute a leadership breakfast meeting. Provide a self-serve buffet.
- Victory celebration. Approximate attendance: 150. Plan and execute a reception event with finger food.

The budget for these events may not be exceeded unless specifically approved in advance by the Finance Committee or LFCC as required.

Specifically provides detailed cost in the budget line items for the annual fundraising awards and donor appreciation program. Competitive bidding is encouraged on all purchases.

Absorbs campaign costs exceeding 110 percent of the approved budget percent unless the Director of CFC Operations at OPM approves the overage. The Gateway Campaign expense goal for the 2004 Campaign is 6% or less of the pledge amount for the 2002 Campaign.

Absorbs the cost of any reprinting of campaign materials due to the PCFO’s noncompliance with these regulations, and absorbs the cost of embezzlement or loss of funds.

Maintains a detailed schedule of PCFO actual expenses in accordance with section 950.105(d)(7) of the regulations. Maintains this information on a campaign year cycle.

Reports to the Finance Committee the actual expenses “to date” during the months of September, October, November, December and January, succeeding year. For events with offsetting revenues received, the reports shall show revenues received. Meets monthly during these months with the Finance Committee and reviews budget and actual expenses.

Creates and maintains separate CFC financial records and interest-bearing bank accounts from the PCFO's internal organizational financial records and bank accounts. Permits no intermingling of funds. All financial records and bank accounts must be kept in accordance with generally accepted accounting principles.

Interest earned on all CFC accounts must be distributed to participating organizations in the same manner as undesignated funds pursuant to Section 950.501.

Submits to an audit performed by an independent public accountant who is engaged by the LFCC, and who audits in accordance with OPM guidelines. The reporting date will be set by OPM. The audit will cover all collections (both gifts and revenues raised) and disbursements for each campaign managed in which the last disbursement is made. The auditor reports to the LFCC who in turn reports to OPM Office of CFC Operations.

Honors 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.

Distributes undesignated funds to all 2004 participating organizations (as listed in the Resource Guide) in the same proportion that they received designations.

C. Pledge Integrity

The PCFO provides pledge support for the campaign. The PCFO

Prepares the annual pledge card and Resource Guide consistent with the regulations and OPM instructions. An electronic version of the Resource Guide is posted on the Campaign web site.

Ensures that unaffiliated agencies and local federations are included in reviewing pledge materials and the Resource Guide.

Submits all pledge materials to the Campaign Committee for approval in accordance with predefined schedules.

Provides training for campaign representatives, coordinators and keyworkers that focuses on proper completion of pledge materials. Primary training will be directed to all keyworkers.

Monitors the campaign 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. Informs the LFCC of any allegations of coercion brought to the attention of the PCFO.

Maintains donor's privacy and provides controls to ensure that donors' names are not released to organization(s) that they designate unless authorized by the donor.

D. Reporting

All campaign records, including reports, must be retained a minimum of three campaign years. The PCFO submits reports to the LFCC including (but not limited to):

Management information reports describing the campaign status including absolute, statistical, and comparative data as requested during the campaign and as needed, thereafter. Such information must include at a minimum the following data:

- Agency identification information,
- Current year and if possible three prior 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
- Summary information for the items above
- For PCFO's who conduct campaigns in more than one year, provide comparison information for at least the three years of campaign operations, or for the number of years the PCFO has managed the campaign.

Produces routine documents or information requested by the LFCC and/or the Director, CFC Operations, OPM, within 10 calendar days of the receipt of that request. (Limit to 10 requests of 4 hours of staff time each)

Responds, in a timely and appropriate manner, to reasonable inquiries from participating organizations in the 2004 Gateway Campaign.

A report of actual CFC administrative expenses for the 2004 campaign must be provided to the LFCC no later than February 18, 2005 or a mutually agreed upon delivery date. The expense report must be in a format that can be reconciled with the PCFO's budget submitted consistent with the campaign plan. Itemized receipts for all expenses must be available as requested.

Provides the LFCC a comprehensive list of Resource Guides, gifts, campaign awards and appreciation gifts, used in the last CFC campaign including the amount distributed and the surplus amounts from the 2004 campaign.

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 date provided by OPM. Additionally, interest earned on the bank accounts used to deposit CFC contributions must be reported on the OPM Form 1417.

Reports releasable donor information to recipient organizations.

Maintains and reports CFC donor designations to receiving organizations apart and separate from other funding sources to ensure that CFC funding is uniquely identifiable and reconcilable.

Provides 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.

Provides 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 1st and then monthly/quarterly as appropriate.

Coordinates with certain recipient organizations check presentation ceremonies to be used as positive advertising for the Campaign. The LFCC will designate the organizations with which the presentations will be made.

IV. KEY ELEMENTS

Applicants must provide evidence of the organizational capacity, capability, and experience to meet the requirements of the scope of work, and submit a written campaign plan addressing the factors in the scope of work in **Section IV**. 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:

A. Organizational Capacity and Capability

Proposals must include a discussion (limit 2 pages) 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:

- Experience managing charitable fund raising 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 with the roles and resumes of the people proposed to perform PCFO services
- Description of the organization's structure and how the proposed PCFO program will fit into the existing structure

B. 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.

C. Campaign Plan

Describe how the applicant, serving in the role of 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.

Campaign Management Support-- The campaign plan must describe the approach to meeting requirements of Section III-A. 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.

Financial Accountability-- Include a detailed financial proposal explaining the approach to accomplishing all tasks delineated under Financial Accountability requirements of Section III-B. 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.

Pledge Integrity-- The campaign plan must describe the approach to meeting requirements of Section III-C. The plan should 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.

Reporting requirements-- The campaign plan must describe the approach to ensuring the requirements of Section III-D are met.

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 C).

- The plan must include a line item budget that details all estimated costs required to operate the CFC. The budget should contain sufficient details for the LFCC to understand the cost associated with operating CFC. Major budget categories must include itemized salaries (include for each level of employee, rate and number of hours), supplies, rental and maintenance of equipment, printing and artwork, promotion and public events, special events, and staff and volunteer development services, including direct and indirect variable costs, and direct and indirect fixed costs. See Exhibit C for details on itemized budget categories.
- The budget should be prepared based on projected expenses and not based on a percentage of the funds raised in the campaign.
- Provide a detailed description and cost of how the PCFO would provide (lease) office equipment (computers, printers, and a copier), telephones and voice mail services, and facsimile equipment to support the Campaign Representatives.

Describe how the PCFO will afford federated groups and agencies with representatives in the Southwest Illinois and Eastern Missouri CFC area in the local campaign adequate opportunity for input regarding the overall campaign, including print campaign materials and training.

- Describe the process that federated groups and agencies must use to attend/participate in approved campaign meetings, kick off events, charity fairs, and training sessions.
- Describe 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.

Describe how the PCFO will provide administrative support to the LFCC, including, but not limited to, the following services:

- Maintain minutes of Campaign Leadership Committee meetings.
- Assist the LFCC to ensure that, to the extent reasonably possible, every federal employee is given the opportunity to participate in the campaign.

- Identify and obtain locally, regionally, or nationally recognized celebrities to serve as keynote speakers or presenters at special Gateway CFC events including, but not limited to, the CFC Kick Off Event and Award Celebration Ceremony. The PCFO will make every effort to obtain these speakers or presenters pro bono or at minimal cost to the campaign. All speakers and presenters are subject to LFCC approval.
- Provide campaign absolute, statistical, and comparative information as requested during the campaign and as needed, thereafter. Such information must include at a minimum the following data:
 - Agency identification information
 - Current year and a minimum of two 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
 - Summary information for the items above
 - Summary information by division:
 - Eagle—US Postal Service
 - Vanguard--Scott Air Force Base and tenant agencies
 - Patriot--DoD agencies and Veterans Affairs
 - Garrison—civilian executive, congressional, and judicial agencies
 - Disseminate information to the federal workforce that the LFCC deems appropriate, including, but not limited to agency dates for key CFC events, an errata sheet correcting errors found in the Resource Guide, and LFCC advisories.

Describe the proposed campaign strategies for the 2004 campaign and an analysis of the 2003 campaign results, and the PCFO's assessment of the 2003 campaign strengths/weaknesses. (This requirement does not pertain to applicants who were not the PCFO for the 2003 campaign.)

Describe the procedures for ordering, delivering, storing and tracking campaign materials. Work with General Services Administration for storage in key federal facilities.

Describe 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.

Describe the internal policies and procedures to be used to safeguard CFC donor recognition awards and promotional materials.

Develop and maintain a volunteer database including name, employing agency, phone number, mailing address, email address, volunteer position, and indication whether or not person served in previous campaign.

Provide a planning calendar that identifies key campaign events and milestones:

- Campaign leadership meetings

- Review of campaign strategies based on previous campaign results and the PCFO's assessment of the previous campaign strengths and weaknesses
- Release of information and reports required by regulation
- Review and update agency account profiles
- Collection of agency employment and chair/vice chairpersons and coordinator information
- LFCC review of donor recognition awards
- Campaign Leadership Committee review of campaign materials, i.e., pledge card, Resource Guide, posters, donor recognition awards, reports, invitations, and "thank you" items, etc.
- Campaign Leadership Committee review of training materials for all volunteers
- Publication and distribution schedule for campaign materials to participating federal agencies
- Training schedule for all volunteers

V. DELIVERABLES

A. Regulatory Requirements.

1. Provide to the LFCC all of the deliverables described in 5 CFR 950.105 and 950.401 (a) within the timetables described therein.
2. In addition to the regulatory requirements for publication of the annual Resource Guide, the 2004 Resource Guide and web site version will include the following additional information:
 - a. An organizational chart of the campaign leadership
 - b. The name and sponsoring agency of each Campaign Representative
 - c. A letter provided by the Campaign Chairperson to be placed in the front portion of Guide
 - d. An Alphabetical Index placed in the back pages of the Guide and the web site version listing the organizational name and page location for each organization listed in the Guide
 - e. A federal labor union leadership endorsement

B. Reports, Briefing Materials, Listings

1. Provide to the LFCC management information reports describing:

The campaign results including absolute, statistical, and comparative data as requested during the campaign and as needed, thereafter. These reports should provide campaign data for the current year and a minimum of two previous years. (This requirement does not pertain to applicants who were not the PCFO for the 2003 campaign.)

Agency profile should include, but are not limited to “agency/employee report by structure,” “agency history,” “agency giving levels,” and “recipient organizations.”

Provide to the LFCC a complete set of management information reports for the 2004 campaign no later than March xx, 200x.

2. Provide to the LFCC a detailed report of actual CFC administrative expenses with itemized receipts. The expense report must be in a format that can be reconciled with the PCFO’s budget submitted in accordance with the campaign plan. The report of actual CFC administrative expenses must be provided to the LFCC no later than February xx, 200x or a mutually agreed upon delivery date.
3. Provide the chair of the Finance Committee copies of monthly bank statements.
4. Provide to the Campaign Leadership Committee, for approval, minutes of the Committee meeting within five (5) working days after the meeting.
5. Provide to the LFCC a copy of the OPM form 1417 when submitted to OPM. The OPM form 1417 for the 2004 campaign will be transmitted electronically via E-mail to OPM. The copy may be transmitted to the LFCC at stifeb@gsa.gov.
6. 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 February xx, 200x or a mutually agreed upon date.
7. Provide to the LFCC by February xx, 200x, a copy of the list of donors that requested their name and address to be released to recipient organization or an affidavit indicating that the list of donors was submitted.
8. 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 on April x, 200x and then monthly/quarterly as appropriate.
9. Provide to the LFCC a comprehensive list of campaign awards and appreciation gifts, the amount to be purchased, and cost for the 2004 campaign; and an accounting of the awards and incentives used in the 2003 campaign including the amount distributed and the surplus amounts. (This is not required of applicants who were not the PCFO in 2003.)

C. Publications, Training Materials

Design, develop, and submit to the LFCC for approval prior to publication all campaign materials including, but not limited to: letterhead paper and envelopes, posters, invitations to special events, video, Resource Guide, Coordinator/Key Worker Guide, certificates and award plaques, donor recognition awards, campaign forms and reports in a timely manner.

Design, develop, and submit to the LFCC for approval prior to publication the CFC training materials for all volunteer positions.

E. All Other Requested Documentation

Provide to the LFCC those other reports as noted in the scope of work and those requested during the course of the campaign.

VI. LOCAL FEDERAL COORDINATING COMMITTEE POINTS OF CONTACT FOR CORRESPONDENCE AND CHANGE TO SCOPE OF WORK

- Issues affecting 2004 campaign operations – 2004 Campaign Leadership Chair

These are the ongoing decisions affecting the day-to-day operations of the campaign that can be made through short telephone calls between your staff and the POC.

- Potential changes to the budget – Finance Committee Chair

These are decisions that require a change in budget. The process we will use is as follows: (1) provide verbal notification (2) followed by a written proposal which includes detailed cost analysis and any potential cost savings from the change. Potential changes affecting $\geq 10\%$ of the budget must be submitted to the LFCC.

- Decisions to change or to deviate from identified element in Scope of Work– Local Federal Coordinating Committee Chair

These are decisions that for example would merge the campaign with other campaigns, or alter a financial reporting requirement or deliverable. The process we will use is as follows: (1) Provide verbal notification (2) followed by a written request, (3) brief to the LFCC for approval.

VII. STATEMENTS AND CERTIFICATIONS

The PCFO selected for the 2004 Gateway Campaign must sign the following statements and certifications in the Memorandum of Understanding. A statement pledging to:

- Administer the CFC fairly and equitably.
- 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, the PCFO must:

- Certify the PCFO will abide by the directions, decisions, and supervision of the LFCC and/or Director of CFC/OPM.
- Acknowledge the PCFO is subject to the potential sanctions of §950.403 and §950.603.
- Acknowledge the PCFO is subject to the provisions of §950.202 and §950.203.

VIII. APPLICATION PROCEDURES

All applications must be received by the LFCC no later than 12:00 p.m. Friday, February 13, 2004. Early submittal is encouraged. Only application proposals addressing all of the key elements and deliverables outlined herein will be considered for review by the LFCC. Interested organizations should submit their application proposals to the:

Gateway Combined Federal Campaign
1222 Spruce Street, Room 2.202C
St. Louis, Missouri 63103

Email submission to: stlfeb@gsa.gov

Gateway Combined Federal Campaign

Exhibit A – Local Federal Coordinating Committee Governance

The roles and responsibilities of the Local Federal Coordinating Committee (LFCC) are fully defined in CFR Part 950 --Combined Federal Campaign regulations. The following guidelines provide the basis for the Gateway LFCC's mission, responsibility, and organization.

I. Mission

The LFCC provides leadership for the Gateway Combined Federal Campaign to ensure effective management, fundraising, and accountability.

II. Responsibilities

Selection and supervision of the Principal Combined Fund Organization (PCFO)
Conduct appraisals of staff and campaign performance

Evaluation of Participant Applications

Overseeing the Campaign

- Succession plan integration
- Review and approve the fundraising and marketing initiatives
- Consider regular status reports on the campaign

Financial Accountability

- Budget formulation and approval
- Review and approval of expenses
- Financial review
 - Periodic campaign reports
 - Review of annual Audit
- Selection of External Auditor

Ensure candidates for LFCC membership are recruited and properly trained.

III. Organization

IV. Membership and Terms of Service

The LFCC shall be comprised of the following members from the geographic area served by the Gateway campaign:

- Chair of Greater St. Louis Federal Executive Board
- Chair of the previous year Gateway Campaign
- Chair of Campaign Finance Committee
- Immediate past LFCC chair
- Representative from each branch of government (Executive, Legislative, Judicial)
- A midlevel employee (grade range 7-11, pay bands 1-2, the appropriate military and postal grade)
- A new employee with less than 3 years of service
- An employee union representative
- A federal retiree

Members must reflect a blend of skills and experiences to ensure that the LFCC functions effectively. Desired skills may include accounting, board membership, public relations, marketing, events management, law, grant making, and other appropriate skills as determined by the LFCC.

LFCC members shall be elected for two-year terms. LFCC members may be reelected. The position held by the Chair and Vice Chair will be a single year term. Terms shall be staggered so that not all members transition in a

given year. In the case of vacancy, the Membership Recruitment and Retention Committee shall recommend a replacement appointment to fill the unexpired portion of the term.

LFCC members shall be automatically removed should she/he miss two consecutive meetings without notice to the Chairperson of the reason for such absence. At the Chairperson's discretion, absences may be excused.

V. Officers

Chair—this position will be filled by the Federal Executive Board chair
Vice chair—the Campaign chair from the previous year will fill this position
Treasurer—the Finance Committee chair will fill this position
Secretary elected from the membership

The LFCC may create other officer positions as required to accomplish the LFCC's mission. Should the Chairperson be unable to exercise the duties of this position during a term of office, the Vice Chairperson shall assume this role.

VI. Conflict of Interest

LFCC members shall not serve in any official capacity on the board of directors of any organization that serves as Gateway's Principle Combined Fund Organization. Office of Government Ethics and Department of Justice opinions prohibit an officer or employee of the Executive Branch from participating as a government official in any particular matter in which an organization he or she is serving as an officer, director, trustee, general partner or employee has a financial interest. This includes service on a board of an outside non-profit agency.

LFCC members may serve on boards of non-profit agencies subject to consultation with the LFCC and if such Board membership is an acknowledgement of an individual's personal efforts, interests, or community ties. But even then, a federal employee must be recused on matters related to their federal employment, including the LFCC.

Each year, LFCC members shall be required to sign a "conflict of interest" statement.

VII. Meetings and Committees

The LFCC shall meet quarterly. Proxies shall not be allowed and representatives shall not be allowed to attend meetings in lieu of LFCC members. A quorum for the conduct of business shall be fifty percent of the LFCC members. Roberts Rules of Order, most recently revised version, shall serve as the parliamentary authority for the conduct of business. The first LFCC meeting held after the beginning of the fiscal year shall be designated the Annual Meeting.

The minutes of LFCC meetings shall be made available to the public and provided to the Office of Personnel Management. The LFCC shall prepare and distribute a tentative calendar of meetings and events for the coming year at the Annual Meeting.

The LFCC shall establish those committees necessary for the conduct of business. The Chair shall appoint the chairs of all committees. Committee chairs and members need not be LFCC members. At a minimum, the LFCC shall have a:

PCFO Review Committee reviews PCFO applications and presents its recommendations to the LFCC.

Eligibility Committee reviews applications and recommends charities to the LFCC for inclusion in the annual Campaign.

Campaign Leadership manages the annual Campaign. The Campaign Chair oversees the development and implementation of the strategy, marketing, training, and volunteer recruitment. The Chair works directly with the PCFO staff during the campaign season. The Gateway Campaign has a succession plan that establishes the Leadership Team.

Finance Committee directs all financial activity including annual budget development, monitoring expenses, annual audit engagement, and interaction with the PCFO's financial staff.

Membership Recruitment and Retention Committee assists in the review and recommendation of new members. The Membership Recruitment and Retention Committee shall coordinate appropriate orientation for new LFCC members and shall conduct annual refresher training for all LFCC members.

VIII. Amendment and Revision of the Governing Document

This document may be revised by a two-thirds vote, at any duly called meeting, where quorum is present.

Adopted—January 8, 2004

Gateway Combined Federal Campaign

Exhibit B – Campaign Committee Organization Chart – See Insert

Gateway Combined Federal Campaign

Exhibit C – Budget Format

**2004 Campaign Budget
April 1, 2004 – March 31, 2006**

	<u>Approved 2003</u>	<u>2003 Actual</u>	<u>Proposed 2004</u>
Salaries			
Direct			
Campaign Director (hours x rate)			
Staff (hours x rate)			
Indirect			
Employee Benefits			
Direct			
Indirect			
Payroll Taxes			
Direct			
Indirect			
Total Payroll Related Expenses			
Direct			
Indirect			
Annual Audit (amount will be provided by the LFCC)			
Campaign Processing			
Supplies			
Office			
Campaign			
Telephone			
Office			
Campaign			
Postage & Shipping			
Occupancy			
Staff			
Campaign representatives			
Warehousing			
Equipment			
Rental			
Maintenance			
Legal Notice			
Printing			
Contract			
Campaign Materials (detail each type of printed material)			
Stationary and Reports			
Internal			
Campaign Materials			
Stationary and Reports			

Campaign Events

Direct (CFC only)

Indirect

Campaign Promotion

Campaign Video

Awards

Local Transportation

Special Events

Staff & Volunteer Development

Total Expenses

Direct costs are those costs directly associated with the day-to-day operations of the CFC.

Indirect costs are those managerial and administrative costs supporting the operations of the CFC.

(2003 budget will be provided to applicants who were not the PCFO for the 2003 campaign.)