



Federal Executive Board Greater Los Angeles

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CFC CANVAZ

August 1998 Issue 1

The staff of the Greater Los Angeles Federal Executive Board prepares this publication from information received in the FEB Office and gleaned from public information sources. Please forward input for future issues to CFC CANVAZ, ANDREA WINKLER
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What's in a Name?

This is the first issue of CFC CANVAZ and you may be wondering about our name. Are we poor spellers or what?

CANVAZ is an acronym to honor the three states covered by the Greater Los Angeles FEB, namely, CA, NV and AZ. Within our territory, (which includes only the southern parts of CA and NV), are 21 Combined Federal Campaigns. This newsletter is for all of you, including PCFO's (Principal Combined Fund Organizations), LFCC's (Local Federal Coordinating Committees), and the Federal Executive Associations who are often involved in CFC's. At the end of this issue is a directory to encourage you to communicate with each other.

Our name, CANVAZ, also suggests a CANVAS, a piece of material that is a blank foundation for a painting. We hope that each of you provides information to paint a picture of your CFC that will generate ideas and appreciation by your colleagues.

Finally, our name suggests CANVASS. One meaning is a solicitation of opinions from a group of people, YOU! We are convinced that the sharing of your best practices will improve all 21 CFC's. SHARING and THE INQUIRING REPORTER are examples of features CANVASSING your questions, ideas, techniques, and comments.

***Better to expose ourselves to ingratitude
than fail in assisting the unfortunate.***

Du Coeur

The Inquiring Campaigner

Our question for this issue is, What is the biggest challenge facing CFC in the future?

J. K. Gardella, Director of San Diego County CFC, the largest of our 21 CFC's and fourth in the U.S. in total receipts, replied as follows: "I think the biggest challenge is educating Federal employees about CFC because the participation rate has been consistently dropping and we feel that the reason is lack of education on the part of the employees . . . Our average gift this year increased 9%. Participation decreased 5%. That is the trend so we are trying some new ideas . . . We're trying a new video approach; we're trying to improve leadership involvement which has been a challenge here in San Diego; and we are attempting a goal program, all of which we hope will make the donor better informed and therefore more likely to participate."

Vickie Jay, Director of the 29 Palms Area CFC, who is looking forward to her third campaign, shared the following: "Our biggest challenge is the post office because the nature of the work makes it difficult to get in touch with the employees on a one-to-one basis. This year we plan to try to work more closely with the union leadership. In other CFC's, Loaned Executives and Coordinators, with union support, have held 10-minute kickoff meetings with postal employees who sign up for CFC before they disperse for the day. We hope to improve USPS participation so that it is as good as that of the Marine Corps."

Jan Martin, in her 11th year as Coordinator of Arizona's Yuma Area CFC, offers the following: "For CFC to continue to grow and expand, it is essential that the volunteers that participate do so at a high level of commitment and enthusiasm."

Tito Escobedo, LFCC Chair for the past three years of one of our most efficient CFC's, Mojave Valley/Barstow, considers the biggest challenge to be continuity during the campaign: "Often one of our big Army installations, for example, switches campaign managers in the middle of the campaign and that makes it very tough."

To the above contributors, we say **THANK YOU!!!!**

COST SAVERS

WHY MINIMIZE CFC COSTS?

1. We want to maximize charity receipts.
2. Some Federal employees will not give if the CFC cost substantially increases the individual charity cost %. For instance, if the brochure lists 25% overhead for a charity and CFC overhead is 15%, employees may send a check directly to the charity so more than 60 cents of each dollar goes to needy people.

Professional fund raisers realize that substantially larger net proceeds *MAY* result from a hefty increase in fund raising expenses, as the article following this one notes. However, to maintain credibility among the Federal workforce, most CFC's try to keep overhead low.

What is low? Anything less than the national average of 8% (OPM data) is low. We congratulate **Mojave Valley/Barstow** and **Imperial Valley** CFC's on their low overhead! We know all of you are trying hard to reduce your costs. With declining Federal populations and lower total donations, even keeping costs constant results in a higher overhead %.

This column is to share ideas that will lower costs. We thank all of you who responded to our June 23, 1998, memorandum with CFC Information. Those who have not completed the questionnaire are urged to take 20 minutes to do so. To maximize shared practices and ideas in future issues, we need all 21 CFC's in our network.

LOANED EXECUTIVES (LE's)

Our discussions with successful CFC's throughout the U.S. indicate a correlation between the number and effectiveness of LE's and campaign success. The optimal number of LE's appears to be one volunteering for three full months for every 2800 or fewer Federal employees. CFC's who have not used LE's may want to try this terrific source of free help. Sample recruitment letters (stressing LE career benefits) and training materials are available from **CANVAZ**. The best LE's may be managers with public speaking experience or dedicated upwardly mobile employees.

GOAL SETTING

Another hallmark of successful CFC's appears to be writing & publicizing specific numerical goals. An example of this used by a very successful campaign follows:

1. Calculate 100% of each agency's potential by multiplying annual payroll X .0058 (1 hr. pay per month per employee.)
2. The campaign goal is 70% potential for each agency.
3. Agencies below 30% of potential try for 35%.
4. Agencies at 31 to 49% of potential try for a 5% gain.
5. Agencies at 50 to 60% of potential try for a 4% gain.
6. Agencies at 61 to 65% of potential try for a 3% gain.
7. Agencies at 65 to 68% of potential try for a 2% gain.

A study of Harvard MBA's in 1988, 20 years after graduation, showed a strong association between their financial status and their goal setting practices:

1. The 27% who had been bankrupt never set goals.
2. The 60% who lived from paycheck to paycheck had only survival goals.

3. The 10% who were comfortable financially had general goals, such as purchasing a house and car, etc.
4. The 3% who were independently wealthy were the only ones who had written goals. Total income of this 3% was four times the combined income of the other 97%. This study illustrates the effectiveness of writing down specific goals. CFC thermometers are very useful for recording goals.

BEST PRACTICES OF VERY SUCCESSFUL CFC's

Central Maryland (Baltimore), the 6th largest CFC, minimized costs at 6.8% of contributions. Combining printing with large Texas CFC's saved \$25,480 on brochures. National and international charities are the same for all CFC's. The local portion is 15 pages or less. Baltimore also saved \$650 on combined poster printing. Joint purchase of incentives with the same CFC's saved Baltimore \$2,500. Eagle statues were replaced with a framed piece of artwork by a CFC agency (\$15 vs. \$35 each) for a savings of \$8,000. Baltimore & the Texas CFC's obtain many separate bids and usually select Sales Service America because this firm matches the lowest bids for each incentive. Baltimore finds their pre-campaign September golf tournament (which breaks even financially with sufficient participation) optimizes agency leadership involvement, resulting in higher donations and participation.

South Hampton Roads (Norfolk), Virginia is 5th in total donations, with costs of only 5.9%. This CFC keeps costs low by printing a very plain black and white newsprint brochure with minimal changes each year. They recycle coordinator envelopes, keyworker report forms, videotapes, and pins. The minimum donation of \$5 earns the donor a pin. Gifts of \$240-499 earn a multipurpose pocket tool. A brass coin on a marble base goes to \$500-999 donors. First-time Eagle givers (over \$999) receive a plaque with spaces for future year inserts. Subsequent year Eagle gifts are inexpensive brass plaques with the year engraved. Total incentive expense was under \$17,000. Brochure cost was less than \$20,000.

Miscellaneous: One very successful campaign limits awards to eagle givers (2.6% of pay) to only a special eagle pin and special eagle mug. Incentives are purchased from a local vendor whose bids are very low. Agency management supports charity tours for a 25% cross-section of the workforce annually. Another very successful CFC attributes some of its success to 3 buffet lunches, breakfasts, or picnics held to plan and to kickoff each campaign and to confer recognition at the end. **FOOD REALLY WORKS!** This campaign also reduced printing costs from 47 to 33 cents each for brochures and from 6 to 4 cents each for pledge cards by changing vendors. Award costs were also reduced substantially for keypeople by changing items and for donors giving 2 hours pay per month by finding a better buy in T-shirts.

Suggestion: use the **Directory** in this issue to "network" with other CFC's so you can combine purchases & share practices.

Our next issue will include more cost savers. **LET US KNOW YOUR SPECIAL WAYS TO REDUCE EXPENSES.**

To Pity Distress Is But Human; To Relieve It Is Godlike.

Horace Mann

FUND RAISING ECONOMICS

"THE ECONOMICS OF FUND RAISING," AN ARTICLE BY ECONOMIST RICHARD STEINBERG (YALE UNIVERSITY PROGRAM ON NONPROFIT ORGANIZATIONS), IS AVAILABLE FROM CANVAZ OR AT www.nonprofits.org/library/steinberg.htm.

How much should a CFC spend on fund raising? If too much is spent, less money will go to charities, but if an insufficient amount is spent, the potential for larger net proceeds to charities will be unrealized. Steinberg's intriguing article provides a method LFCC's & PCFO's may use to estimate the ideal amount to spend on fund raising. Steinberg argues for "marginal productivity (additional donations resulting from incremental solicitation expenditures) rather than average productivity (total donations divided by total expenditures)" as a basis for fund raising decisions.

Example: Is it better to spend \$40,000 to raise \$80,000 (200% return rate OR to spend \$100,000 to raise \$150,000 (150% return rate)? Would you rather have a net of \$40,000 to give to charities or \$50,000?

Steinberg's "Differencing Technique" should appeal to busy CFC personnel as a quick & easy **first step** in analyzing fund raising expenses.

1. Gather your last two years' donations and expenses and adjust them for inflation (optional during low-inflation periods like the present).
2. Subtract to arrive at the donations change from year 1 to year 2 .
3. Subtract for the change in fund raising expenses from year 1 to 2.
4. Divide 2. by 3.
 - a. If the result in 4. is less than 1, Steinberg says to reduce expenses.
 - b. If the result in 4. is close to 1, Steinberg suggests increasing expenses "by the amount of expected inflation."
 - c. If the result in 4. exceeds 1, increase expenses by more than the inflation rate.

Steinberg considers this process a first step because how much to change expenses & what expenses to change still need to be decided. He also points out the need to determine if "some factor other than the change in fund raising caused the observed change in donations over the prior two years." For instance, perhaps a reduction in the number of Federal employees had an impact. Example: Assume the figures below have been adjusted for inflation.

	YEAR	DONATIONS	EXPENSES
Step 1	1997	\$ 490,000	\$ 60,000
	1998	480,000	75,000

Step 2 - 4 Difference: -10,000 divided by +15,000 = -.67

Step 5 Since -.67 is less than 1, Steinberg would recommend reducing expenses.

Note: even if 1998 donations were 500,000 , the result of +.67 would still be less than 1 , suggesting a decrease in fund raising expenses.

SHARING: EFT

We WELCOME your feedback and plan to feature items that will help other CFC's in this column. To contact **CANVAZ**, see the masthead at the beginning of this issue.

We thank the Coachella Valley (Palm Springs, CA) CFC for alerting us to a concern that affects all CFC's, Electronic Funds Transfer. The innocent-sounding letters, EFT, have stricken fear in the hearts of CFC staffers, because of the Debt Collection Improvement Act and its January 1999 deadline. By then, all entities receiving funds from a Federal institution, e.g., CFC's receiving payroll deductions, must do so by EFT. The Office of Personnel Management (OPM), has noted at its website, www.opm.gov/cfc, "It is the responsibility of each PCFO to notify the appropriate payroll office of their EFT information."

Your **CANVAZ** staff has tried to identify an efficient way to implement this change, but it appears each CFC must contact each payroll office from which payroll deductions are received. The OPM website contains a 9-page list of Federal Government Payroll Offices, which **CANVAZ** can fax to those without website access. Also "faxable" is the list of EFT Liaisons at the 6 Treasury Regional Financial Centers. If PCFO's run into obstacles or have questions, the Treasury Federal Finance **ARAT** (Agency Readiness & Assistance Team, 401 14th St., SW, Washington, D.C. 20227) has offered to try to help. They share this FAX: (202) 874-6965. You may have to contact more than one of the **ARAT** members, depending on the number of Federal agencies in your CFC:

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*Giving is true having.
Spurgeon*

CONGRATULATIONS INDIAN WELLS VALLEY!

OF THE 395 CFC'S IN THE U.S.A., ONLY 14 OR 3.5% WON AN OPM AWARD FOR THE 1997/1998 CAMPAIGN. WE ARE PROUD THAT ONE OF OUR CFC'S WAS IN THIS ELITE GROUP OF AWARD WINNERS.

WITHIN EACH CFC SIZE CATEGORY, OPM GRANTED 3 AWARDS:

1. HIGHEST % DOLLAR INCREASE
2. HIGHEST % PARTICIPATION
3. HIGHEST AVERAGE GIFT

AMONG CFC'S COLLECTING \$250,000 TO \$1,000,000, OUR OWN INDIAN WELLS VALLEY CFC, WORKING OUT OF RIDGECREST, CA, GARNERED THE **HIGHEST AVERAGE GIFT** AWARD WITH \$249.23. KUDOS TO TWO LEADERS NAMED SUSAN:

SUSAN HAUGHTELIN, DIRECTOR, UNITED WAY OF INDIAN WELLS VALLEY, PCFO

SUSAN REED, NAVY, CHAIR OF THE LFCC

BY INNOVATING, PARTICULARLY TO INCREASE VISIBILITY, INDIAN WELLS SUCCEEDED IN AVERTING A DONATION DECLINE DESPITE A 9% DIP IN FEDERAL POPULATION. A TRICYCLE RACE WAS HELD AS THE KICKOFF AND AN AMERICAN HERITAGE DAYS CFC BOOTH PROVIDED PUBLICITY. BROCHURES WERE MAILED TO ENSURE RECEIPT BY ALL FEDERAL EMPLOYEES. KEYWORKERS WERE TREATED TO A LUNCHEON AND RECEIVED LANYARDS AS A TOKEN OF APPRECIATION. A MORE USER-FRIENDLY PLEDGE CARD WAS WELCOMED BY DONORS. EAGLE GIVERS LIKED THE "THIRSTY STONE" GIFTS. A NEW SUPER-EAGLE RECOGNITION LEVEL WAS EFFECTIVE. THIS CFC MAY CREATE A LOCAL VIDEO FOR THE 1998-1999 CAMPAIGN AND IS CONSIDERING MANY OTHER CREATIVE IDEAS FOR SUCCESS. KEEP UP THE GREAT WORK, INDIAN WELLS VALLEY!

Being myself no stranger to suffering,
I have learned to relieve the sufferings
of others.

Vergil

TO: PCFO'S, LFCC'S, FEA'S

FEEL FREE TO RELEASE THE FOLLOWING
TO YOUR LOCAL MEDIA.
YOU MAY MODIFY IT TO FIT YOUR NEEDS.

NEWS RELEASE

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For Immediate Release

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Federal Employees Give Generously

Long Beach, CA—

Federal employees may not be at the peak of their popularity in 1998, but no one can deny their generosity in giving back to the community. The 21 1998 Combined Federal Campaigns (CFC's) in Southwestern United States (Southern California, Arizona, and Southern Nevada) collected \$14,359,167. or 7% of the U.S. total, according to figures compiled by the Office of Personnel Management. These 21 CFC's constitute 5% of the 395 CFC's in the U.S.

CFC provides all Federal employees, civilian and military, with an annual opportunity to give voluntarily to hundreds of local, national, and international independent and federated charities that have passed a careful screening process. Most of the charities approved ensure that at least 75 cents of every dollar received goes to the needy population served. This contrasts with many other charities studied, whose fund raising and administrative costs may consume up to 90 cents of every dollar collected.

Of the Southwestern U.S. total, 62% was donated by Federal employees in San Diego (\$5.2 million) and Los Angeles (\$3.7 million) Counties. These two campaigns rank fourth and ninth nationally in total contributions.

The Washington, D.C. Area CFC, with its large Federal employee population, bested all others with total donations of over \$38 million. Nationally, close to \$200,000,000 was raised at an average cost of only 8.6%. Costs are minimized because of the prevalence of volunteers administering the campaigns. Federal employees serve on the Local Federal Coordinating Committees and as Loaned Executives, Coordinators, and Keyworkers to ensure CFC success.

CANVAZ library

Our growing library is available to readers by contacting CANVAZ (see masthead). Each **CANVAZ** includes as much as space permits of what is available & discusses at least one article ("Fund Raising Economics," in this issue).

OPM Federal Regulations 5 CFR Part 950

Sample computer printouts - acct. analysis

Loaned Executive training & work materials

Agency head video scripts

Coordinator & keyworker training lesson plans, agendas, handouts, checklists & campaign guides from many CFC's

"Fundraising," Orange County creative ideas

Sample pledge cards, report forms & envelopes, speaker requests, personalized incentive forms, memos to agency managers & employees

Kickoff agendas, handouts (14 Reasons to Give, etc.), personal stories, speeches

Sample award ceremony & post campaign workshop materials

"What Makes Donors Tick?" 5/97 www.charityvillage.com

NCPCR National Survey of Philanthropy 3/97

AAFRC Giving 1997 Sources & Uses of Contributions

"Framework for Determining Why People Give," Principles of Professional Fundraising by J. Mixer 1993

"Revisiting the Baby Boomers at Mid-Life," J. Nichols, Fund Raising Management, 7/96

"Know Your Donor: Gender Differences in Giving," R Newman, Fund Raising Management, 7/96

"Giving to Charity: Questioning the Donor Decision Process," S. Hibbert & S. Horne, Journal of Consumer Marketing, Spr. '96

"Average Americans, Not the Super-Rich, are the Real Givers," T. Geier, U.S. News & World Report, 12/22/97

"Practice Your ABC's: Cultivating Donors Equals Receiving Gifts," R. Hartsook, Fund Raising Management, 11/96

"Don't Be Afraid of the Numbers!," A. Sargeant, Fund Raising Management, 11/97

"Companies Make a Big Push to Get Employees to Donate & Volunteer," M. Dickey, The Chronicle of Philanthropy, 7/16/98

"Researchers Spar on Question of How Much Americans Give to Charity," S. Greene, The Chronicle of Philanthropy, 7/16/98

"Will Booners Give Generously?" P. Braus, American Demographics, 7/94

"The Secret Life of Donors," J. Fulkerson, American Demographics, 8/95

"Why Donors Give," Dear Dr. Demo, American Demographics, 6/96

Effects of Short-Term Volunteer Experience on Self-Perceptins and Prosocial Behavior," R. Stevick & J. Addleman, The Journal of Social Psychology, 1995, 135(5)

"Charitable Giving by Individuals: a study of Attitudes and Practice," A. Radley & M. Kennedy, Human Relations, 6/95

"A Report on Charitable Giving," Massachusetts Attorney General's Report on Charitable Fundraising, American Journal of Economics and Sociology, 1/95

"4 Keys to Using Emotion," K. Van Groesbeck, Target Marketing, 2/98

"The Geography of Generosity: Metropolitan Disparities in Donations and Support for Amenities," J. Wolpert, Annals of the Association of American Geographers, 1988, 78(4)

"Giving, Volunteering on the Rise," Fund Raising Management, 12/96

"The Receiving End," L. Batten, Marketing, 4/11/96

"Fund-Raising Appeals to Alumni: Two Experiments," P. Parsons & D. Wethington, Journalism & Mass Communication Educator, Spr. 96

Marketing for Non-Profit Organizations, (book) "Donor Marketing: Attracting Funds," Kotler

"United Ways Join to Cut Costs, Increase Revenue," Los Angeles Times, 3/28/98

"United Way Collects 6% More this Year," Los Angeles Times, 3/3/98 (Orange County)

"Donations to Area Charities Continue Rise, Better Economy Credited," D. Kollars, The Sacramento Bee, 5/3/98

"Mark O'Connell Talks about Changes in Fund Raising," J. Donner, Georgia Trend, 1/97

"Execs on Loan: They Aim to Serve," C. Murray, Newsday, 4/14/97

"Local Increase in Charitable Giving Would Reflect National Trend," T. Sewell, Memphis Business Journal, 9/22/97

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AS THE PURSE IS EMPTIED THE HEART IS FILLED

Victor Hugo