



FEDERAL EXECUTIVE BOARD
GREATER LOS ANGELES Presents



CFC CANVAZ

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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 300 N. LOS ANGELES ST., MAIL STOP 7000, ROOM 5180, LOS ANGELES, CA 90012. CALL (800) 735 2922 & REQUEST (213)576 3901 FAX: 213 576 3902 E-MAIL andrea.winkler@m1.irs.gov

2ND Annual Regional CFC Workshop

Our May 22 Las Vegas meeting was very successful! Over half of the 18 CFCs in our regional network were represented. Written feedback was exceptionally positive with almost $\frac{3}{4}$ of respondents finding everything about the meeting valuable.

When asked what they liked best about the meeting, half listed the networking, interaction, and sharing of ideas in a friendly atmosphere. Others listed the group

composition of different-sized CFCs and the balance between LFCC and PCFO attendees. Two-thirds praised the informative topics, such as "How To Set Up a Free CFC Web Site in 30 Minutes," and "What Works - Sharing Best Practices," which helped them learn something new.

When asked how our Regional CFC Network can best help their CFCs in the coming year, almost 100% of the participants wanted continued sharing of best practices, success stories, and lessons learned, and more coordination of purchasing and events. The CANVAZ newsletter, e-mails and faxes, and more frequent network meetings are the preferred communication vehicles.

This 6th CANVAZ contains more specific information from the meeting. Please make note now to budget for at least one participant at next spring's annual regional network meeting. Many CFCs sent at least one LFCC and one PCFO representative.

In This Issue

This is our 2nd e-mail CANVAZ. Those of you without e-mail receive a print version. If you obtain e-mail, please inform Andrea Winkler.

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The Inquiring Campaigner

This month's question is, **"What works? What are your CFC's best practices?"** We thank those attending our Las Vegas network workshop for these helpful ideas:

1. Donor Gifts: Have a stand-up or staff meeting after the CFC and have the agency head or manager present the gifts in front of all employees, thus stimulating others to give or give more in the future. Refreshments are often served, courtesy of the agency head. If it is done in the spring, it reminds people of CFC at another time of year. Total donations will often increase using this practice.

2. Donor Gifts: Use instant gratification by presenting thanks and the gifts when the donors turn in the pledge cards, so they associate the gifts with their contributions. Key workers need to have a supply of gifts available to do this, which may cost extra money if left over.
3. Donor Gifts: Insert an award level at \$440, (e.g., plaque) between the highest (eagle at \$700) and the lowest (mug and pen), to generate additional donors.
4. Donor Gifts: Try a \$900 top level for the military, instead of \$1,000 to increase leadership giving.
5. Younger or Newer Employees Who Aren't Giving: Ask the agency head to take an active role in CFC and mentor these potential donors in relationship to the importance of CFC, e.g., hold a Commander's Call or staff meeting. The Agency Head may want to share why she/he has given and how much over the years.
6. New Employee Orientations: Inform employees about the CFC, whom it helps, and the agency giving history, even if it is not campaign time. If there has been a donation decline, ask the employees to fix it during the CFC.
7. Ensuring All Employees Are Contacted: Require each employee to turn in a pledge form to confirm contact. If they don't give, the form has their name and "no" on it. The follow-up to retrieve the forms will pick up donations from people who meant to give but forgot.
8. Personalize Pledge Forms: If they cannot be computer personalized with the employee name and work site information, the key worker may write in the information.
9. Kickoff: Have a local charity expo on the base or at a federal building.
10. Event Refreshments: Use booster organizations to contribute refreshments if they are not budgeted, since federal agencies cannot use appropriated funds for this purpose, e.g., local businesses, like credit unions or banks patronized by federal employees. Hold low-cost lunch events at officers' clubs or places that will charge minimally.
11. Prizes for Awards and Raffles: PCFOs may solicit these via an intensive letter-writing campaign to local businesses. A public affairs office may compile the list. A return of over 2% is considered successful.
12. Retiree Solicitation: Though active federal employees may not request prizes and support from businesses, federal retirees may do so.
13. Something for Everyone: Give all employees, even non-donors, refreshments or CFC wallet cards with their brochures, e.g., calendar, tip schedule, or emergency
14. procedures, along with info on CFC to promote it. A local business may underwrite the cost and the card may read, "Printed by xxx."
15. Coffee Mugs: Repeat donors prefer these to add to their collections. Mugs, unlike pins, promote the CFC by being visible all year to other employees.
16. Swiss Army Knives: Include something like this to appeal to younger, new donors.
17. Ship of Horrors: Create an appealing big CFC publicity event, like converting a Coast Guard cutter into a scary Halloween site highlighting the problems CFC solves, e.g., drug addiction. Assign places on the ship to non-profits and federal agencies to creatively set up stations to visit. This event is practically free to the CFC. Post pictures of these events on your web sites.
18. Donor Gifts from Vendors: Donors or key workers order gifts directly from the vendors upon receipt of a card, thus eliminating bulk buying with leftovers. Money is saved on donors who opt for no gifts. You can also let donors select from more than one option at their giving level. It saves staff time distributing gifts. Vendors pay postage instead of the CFC. The personal touch for leadership and other givers may still be maintained by presenting the gift cards in person or at ceremonies.
19. CFC Booths at Other Events: On military appreciation or public service week events, ask to have an information CFC table or booth, to educate about CFC (success stories about people helped by CFC charities) and to promote how generous federal employees were in recent CFCs. This is allowed any time of year as long as no solicitation occurs.
20. CFC Color Map: The FEB uses a large version of this map of our 18 CFCs' donations at events to publicize CFCs and the \$15 million regional federal employees gave this year.
21. Employee Campaign Coordinator Council: Have a CFC representative with other employers on the United Way council to share how United Way can better serve their campaigns and to discuss best practices. Form a CFC-only council to share best practices at monthly meetings.
22. Wish Lists to Agency Heads - Ask for What You Want: Before the campaign, meet with agency heads to request specific items, like an LFCC member, a Cabinet member, a Loaned Executive, completion of the

agency head's personal pledge form by a specific date, showing the CFC film and local CFC material on the local agency TV system, & a special web site showing how CFC benefited that agency and its specific locality, e.g., a military base. If you get some of the wish items, you often will see an increase in donations from that agency.

23. Home Videos: At military bases, create a video with an agency head introduction; three local charity spots, e.g., at a homeless shelter, to show how CFC benefits the community; and CFC information to train key workers at kick offs and to educate potential donors at group meetings.
24. Goal Setting: Set goals that require people to reach a bit and hold them accountable in a flexible way. Use a dollar goal or participation % goal for the entire CFC and for agencies and sections within agencies. Use web sites, e-mail, thermometers, etc. to inform about progress during the campaign weekly or more often and to promote health competition. If a neighboring group received an award or did well, publicize it to spur on others to match the achievement.
25. Thank Donors: Use children's art on a little thank-you card sent by the PCFO to each donor. Have a children's art contest for the children of federal employees. Make the
26. card generic so it could be bought in bulk for use more than one year and in multiple CFCs.
27. Leftover Gifts: Have an event to give away these items, which have publicity value even several years later.
28. Leftover Gifts: Give them to the FEB to distribute as event prizes, to publicize CFC.
29. Convention Center Kickoff: Invite the largest agencies to compete against each other by buying tables at the event and bringing as many employees as possible. A supervisor may buy low-cost seats, e.g., pay \$10 and bring two employees who did the most for the CFC in the preceding year either as key persons or donors. Total attendance may exceed 700, if a big hall is used. Agencies may transport attendees by bus. This takes people out of a rut, generates energy and enthusiasm with among agency heads competing, and identifies the best key persons for the upcoming CFC. The atmosphere is festive with CFC banners and decorations. The LFCC pays some of the cost and the space may be donated for a good cause.
30. Effective Key Workers: Be willing to take it away from someone who has done it for years in favor of a more effective volunteer. Define the qualities you want and select those who best satisfy the requirements.
31. Orange County LFCC Member & Discussion Leader Farrell Chile's Steps to a Successful CFC:
 - A. Begin aggressively and focus on solicitations as soon as key workers are trained. Identify and train key workers early.
 - B. Sustain the campaign with encouraging e-mails and memos for those off pace and letters of appreciation to those excelling. Let people know daily or weekly the specific results attained.
 - C. Get leadership involvement (have the agency head issue a memo including the goals & complete the pledge form at the kickoff) and keep the chain of command informed of progress, with thermometers or charts.
 - D. Keep the CFC visible with flyers, discussions, meetings, and other forums. Have a party with free food.
 - E. Contact each employee personally to provide the opportunity to give. Consider 2 follow-ups in case people forget and mean to give or if they change their mind as the CFC progresses.
 - F. Stress pay roll deductions, which account for more than 80% of total gifts.
 - G. Show appreciation for donor generosity and thank non-donors for considering CFC in the hope of future donations.
 - H. Find kickoff speakers to share stories of how CFC organizations helped them or their family or friends. Peers personalizing CFC worthiness is invaluable in fostering the giving spirit.
 - I. Create CFC committees and through the year, keep people thinking about the CFC. Find charities that can bring the benefits of the CFC to the attention of your employees.
 - J. Study all CANVAZ issues for ideas, e.g., how to deal with employees who initially say no.

1ST REGIONAL CFC AWARDS PRESENTED AT CFC WORKSHOP

Coachella Valley (Palm Springs):

Highest Per Capita \$66
Highest Average Gift \$288
Most Improved Average Gift \$241 to \$281 (19% Increase)

San Bernardino Area:

Lowest Expense Percentage 5%
Most Improved Expense Percentage 11% to 5% (54% Decrease)

Mojave Valley Barstow:

Highest Participation Percentage 54%
Most Improved Participation Percentage 27% to 54% (103% Increase)

San Diego County:

Biggest Dollar Increase in Donations \$222,855

Central California Coast (Santa Maria):

Biggest Percentage Increase in Donations 24%

Southern Nevada:

Most Improved Per Capita Gift \$26 to \$47, 80% Increase

Congratulations to the Winners!!

Featured Article: HOW TO BUILD A SIMPLE WEB SITE IN MINUTES

By Bob Burnett, Greater Los Angeles CFC

[Editor's Note: Bob submitted this article at the request of his appreciative audience at the CFC Workshop, where he first presented this information. THANK YOU, BOB!]

So you want to build a web site, but don't know where to start. Let's start with the basics; you'll need:

1. A **host**, or **server**, the place to store your web pages and image files
2. An **html editor**, which will allow you to write **html** code easily and quickly.
3. A **File Transfer Protocol** program that will actually *upload your web pages and image files to your host.
4. A **graphic file editor**, that will allow you to manipulate the size, color, hue and brightness of your image (picture) files.

HOSTING YOUR WEB SITE

At Greater Los Angeles CFC, our **host** donated our web space free, forever. Our web site is

<http://www.lacfc.org>

Our host is CyberHosting, and their web site is

<http://www.cyberhosting.com/>.

They will give your organization free web space, as long as you're a non-profit and fill out the correct forms. (They may charge a one-time \$25 set up fee.)

Your local Federal agencies may have an individual who could build/host your web site for free.

If you want a short web address, (called a URL for Universal Resource Locator), check the following web space to reserve a name:

<http://www.networksolutions.com/>

They charge \$70 to hold a **.com** or **.org** name for 2 years, and may charge a \$50 one-time fee to start.

HTML EDITORS

Web pages are written in a language called *hyper text markup language*, or HTML. Whenever a web page is saved, it should end with **.html** or **.htm** (preferred).

A free HTML primer is available for non-profit agencies at:

<http://www.ncsa.uiuc.edu/General/Internet/WWW/HTMLPrimer.html>

The newest version of WORD will allow you to edit a simple document, and save it as an html document.

There are a number of great html editors available free or at a greatly reduced price. I like **Arachnophilia**, which is a simple to use, free html editor that can be easily downloaded from:

<http://www.arachnoid.com/arachnophilia/index.html>

I suggest downloading this program, and playing with it. It is so user-friendly; just type, highlight, and select the feature you desire, (bold, underline, etc.) and it will write the code for you. A simple web page can be built in minutes. By clicking on the **preview** button, you'll be able to see how your work will appear on the web in an instant.

FILE TRANSFER PROTOCOL

Web pages and images are uploaded using a **File Transfer Protocol** or **FTP** program. This program establishes the **handshake** between your computer and the host, so that everything transfers correctly.

A free-to-non-profits FTP program is available at **Ipswitch**, and can be downloaded at:

http://hotfiles.zdnet.com/cgi-bin/texis/swlib/hotfiles/info.html?fcode_064

Once you have saved your web pages and files, open up the FTP program, fill in the fields to establish a new host, (CyberHosting, for example), and choose **Unix (standard)** as the Host Type, as this is the industry standard, and generally works.

Then hit the **connect button**, to move the files from your computer to your host.

GRAPHIC FILE EDITORS

You'll want to add pictures, graphics and images to your web space to make it stand out. All **pictures** (camera photos) should be saved as **jpeg** files and end with **.jpg** and all **graphic images**, (arrows, cartoon pictures, etc.) should be saved as **graphic image files** and end with **.gif**.

You may have to adjust the size of pictures to fit your page. I recommend **Thumbsplus** for this purpose. It's free for 30 days, and is extremely user-friendly. It can be downloaded at:

<http://www.cerious.com/>

Pictures on your web page are measured in **pixels**, which has a rough size of 100 to an inch. (This varies depending on the size of each individual's screen, so the measure is not exact.)

CONCLUSION

That's really all there is to it. If you have any questions, or need more information, feel free to call me at (213) 630-2197 or email me at boburnett@unitedwayla.org and I will be happy to answer your questions.

Sharing: JOINT PURCHASING

BROCHURES

The purpose of this project is to try to reduce regional CFC costs and it is not too late for your CFC to join one of the two best-bid groups. **Moore** of North America and **Campaign Service Center (CSC)** provided low prices (sent to you in the Joint Purchasing e-mails/faxes) for each of our CFCs. Some CFCs were enterprising enough to use these low prices to negotiate comparable, reduced prices at local printers, thereby avoiding shipping costs. CFCs doing their own artwork also saved layout costs. If our CFCs end up saving money, the project will be considered successful. We will be surveying your costs later in 2000 to identify any expense reductions.

Going Local: El Centro, Yuma, Kern, Vegas, Greater L.A., Orange, Western Riverside, Ridgecrest, Santa Barbara, Spokane

Favoring CSC: Barstow, San Bernardino, Tucson, Santa Maria

Favoring Moore: San Diego

Unknown: Brazos, Monterey, Palm Springs, Phoenix, Ventura, Yucca Valley

If you need information between now and July 10, please contact one of the vendors below, another CFC, or Kathrene Hansen, Executive Director, Greater Los Angeles Federal Executive Board, 501 West Ocean, Suite 3200, Long Beach, CA, Phone 562 980 3445 or Fax 562 980 3448 or E-mail KathreneHansen@Compuserve.com.

Suzanne Doutré, **Campaign Service Center**, 4762 Naniloa Dr., Salt Lake City, UT 84117, 8012747500, fax 8012747501, suzanne@campaignservice.com

Janice Forzano, **Moore North America**, 7590 Carroll Rd., San Diego, CA 92121, 6194482942, fax 6194484547, janice.forzano@gs.moore.com

PLEDGE FORMS

Creative Data Products (CDP), **CSC (above)**, and **Susan Davis Graphics Inc. (SDGI)** submitted the best prices, depending on the type of pledge form preferred. All three have printed large numbers of high-quality pledge forms over the years for many CFCs, so inexperience is not a concern. It is not too late to join one of the three groups. Samples are available on request. The latest preferences are below:

CDP: Orange, Barstow, San Bernardino, Ventura

CSC: Brazos, Santa Maria, Spokane, Monterey, Palm Springs

SDGI: Greater L.A., Western Riverside,

Local: San Diego, El Centro, Kern, Ridgecrest, Vegas, Yuma, Santa Barbara, Tucson

Unknown: Phoenix, Yucca Valley

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Susan Davis, **SDGI**, 14751 Plaza Dr., Suite E, Tustin, CA 92680, 7147304041, fax 7147300350, suedavis@pacbell.net

Lee Reid, **CDP**, PO Box 5637, Greenville, SC, 29606 5637, 8009517234X1324, fax 8648481075, LReid@cdsdist.com

CFC Regulations Concerns: 30% State Organizations & Adjacent Local Charities

The following is a CFC regional workshop discussion condensation on the above topics, suggested by **Discussion Leader Major Jim Stone, Central California Coast CFC LFCC Chair**, referred to below as SPEAKER. Audience comments are prefaced by AUD. The [Letter to the Editor](#), which follows this article, is on the same subject. We encourage your opinions, by e-mail or fax (see masthead). When all viewpoints are received, we plan to send OPM a paper for their consideration when Regulations revisions are contemplated.

30% STATE ORGANIZATIONS

****SPEAKER**** You've seen this map before (Regional CFC Map appearing in prior CANVAZ). One day I was looking at this map and thought this is great. It has all these numbers on it. Then another thing happened. We started getting applications from organizations in Southern California, applying to our Central Coast CFC. As you can see, Santa Maria is way up here, about four hours from LA and about five hours from San Francisco. Does everybody know what the 30 percent rule is?

AUD: A nonprofit agency must provide services to 30 percent of the geographic area or population of the state for which they're applying.

****SPEAKER**** Let's say a charity wants to be in the local section of your brochure. Why would they want this?

AUD: To get more funds.

****SPEAKER**** Right. Of 2,000 entries to flip through in the book, our local section has only about 100 agencies. It's a lot easier for a first-time donor just to flip to the local section. Say I want to give where I live and/or where I work. It's easier to go to the local section to pick out an agency. Charities are figuring this out, too. I don't want this just to be Jim Stone waving the map, saying I have a lot of overhead. I want your feedback. I want you to think. A lot of Southern California charities are meeting the 30 percent rule. Southern California has over 30 percent of the state's population. A charity can say, "We want to be included in the Central Coast campaign. Because we meet the 30 percent statewide rule, we can be in the local section." My question is, if I cut my hand and need stitches, do I call a doctor from San Diego six hours away to come stitch my hand or do I call a local doctor? Would I rather give to the organization in my area or would I rather give to somebody in San Diego? What I would like to see from OPM is a change. If an organization is going to apply that is not in my area, but they meet that 30 percent rule, they should meet it for 30 percent of my affected population.

AUD: I agree with you. I was just looking through a booklet on the table. The Greater Los Angeles area, a five county area, is 21.6 percent of California's land, but 48.6 percent of the state's population. So technically anybody in the Greater LA area could be in every other campaign. Wow. I hadn't thought of that. That's interesting.

****SPEAKER**** I've also got people from San Francisco. If you want to be part of my campaign, I would like you to affect my population. Does this make sense? Does anybody have any ideas on this?

AUD: I disagree with that. In Ventura County, we don't have a lot of environmental organizations. If people want to give to an environmental organization, they will likely want to give to one in California, like Earth Share. If we weren't permitted to present them as a local agency, I think it would upset a lot of donors. I also think that our perspective should be more inclusive than exclusive. If people don't want to give to a charity, they don't have to. And that information is available by asking the CFC office, how many charities are actually located in the CFC area.

AUD: But a lot of people won't do that because they don't know. The people that go over the applications have that knowledge, but the donors don't know that. They're expecting us to look out for their interests. We have the responsibility of making sure that the money is going where we say it's going. In that little spiel in the book, you can't really tell. If they have an 800 number and you call it and these people are up here (map) and your money is going over here, your money may possibly never get to your area down here. There's no way for donors looking at the 25-word descriptions to know that.

AUD: I know from a workshop in San Diego in March, that OPM is looking at the issue of statewide eligibility. But I think you've raised a huge issue which may be somewhat peculiar to California. So at a minimum we should forward this issue to OPM.

AUD: I think the big population in Southern California is the problem. Many states are less populated. For instance, in this state, 23 percent of the land belongs to the BLM. So there's only ten percent occupied by people.

AUD: The PCFO is responsible for the donor dollar. We had two statewide federations apply in which not one agency had any activity even remotely close to our area. It meant we had to go from a 64-page brochure to a 72, increasing our printing cost. We're not being respectful of the donor's dollar in saying, we'll take anybody and everybody, whether you affect any individuals in our area or not. Because they met the statewide 30 percent, our LFCC had to accept them. The ones the LFCC denied because they didn't meet the absolute letter of the law, OPM overturned. OPM needs to be more respectful of the LFCC's decisions.

AUD: Mara Paternoster said there were very few LFCC decision OPM overturned.

AUD: Ours was overturned. The ones our LFCC denied were on technicalities; they did not meet the letter or intent of the regulations. As the PCFO, I do not decide to include or exclude. When I take the applications to the LFCC meeting, I answer regulations questions because I'm the one that has had the long term experience with the CFC. I personally disagree with the 30 percent rule because of its effect. I agree the CFC as well as the United Way and anybody that's going out and doing work-place presentations needs to be more inclusive and less exclusive. Based on our talks with other CFCs, I think some have gotten caught up in okaying what the charities want.

AUD: But the implications are amazing. Basically, he could forward you all his booklet and say put this in your local section.

******SPEAKER****** That's what we're starting to see happen. We're seeing a CFC application mill. The federation gives them one application and they photocopy it. Put all these people into your campaign, not just the one or two that may be starting to work in your area.

AUD: I think we had some of those federations last year, but we denied them and they never did come back.

AUD: A reasonable solution would be to have the LFCC make the decision and include those who have a substantial presence in your area. To define that term, substantial presence, would take some work. It would have to be refined.

AUD: That's defined in the regulation now.

AUD: It's an office in your area open a minimum of 15 hours weekly. It cannot be covered by just a post office box and an 800 telephone number.

AUD: The LFCC had disallowed one agency who would drive four hours to come to our community if there was someone that needed to have help. There again is Jim's example of cutting a hand and needing a doctor. Would we call somebody from out of our area to come?

AUD: It's a good argument. It's a valid argument.

******SPEAKER****** And we had about 15 last year and 30 or 40 this year, all from Southern California citing the 30 percent rule. I just don't think it's fair to say local includes someone six hours away.

ADJACENT LOCAL CHARITIES

******SPEAKER****** The other side of the coin is that we are a CFC with multiple local federations. Santa Barbara County has three United Ways and two CFCs, which brings us to the second half of our discussion today. We have a joint federal work force, with local adjacent campaigns. Each of these local federations wants to put their member charities in because the federal employee who wants to give to Boy Scouts that lives in your community, they want to be able to give to that community. And the ones that want to give to my community want to be able to give to my community. And OPM disallows that. So they're being extra inclusive on one side and extra exclusive on the other side. It's for the federal employees' benefit, to be able to give to the charity of their choice. OPM needs to be able to look at it. Maybe separate federations should be able to list multiple sites. The statewide federations are listing the same agencies in the statewide listing by the 30 percent rule and OPM is not disallowing the national federation that is the same federation. For instance, member agencies fall under Earth Share of California or Earth Share of wherever it is. So on the national level they are able to have listings but on the local level they are not able to by regulation.

AUD: The local ones have a little different funding structure. For instance, the charity I'm familiar with is Dare. You have Dare America, which is on the national list. But then every local law enforcement has a Dare program raising funds for different purposes. They are complementary.

****SPEAKER**** There are some that are legitimate. But there are others with the statewide federations we had to admit last year, with the same telephone number as the national list.

AUD: Did you put that in there when you denied them?

****SPEAKER**** Not that they had the same phone number, but that it was a duplication. The letter focused on just the points where they were not meeting the letter of the regulation.

AUD: I would state that other stuff in there and deny them again this year. Let's see what OPM does. Just because they got in last year doesn't mean they have to get in this year.

****SPEAKER**** Generally during the eligibility process, you don't have the national list. It's after the fact that we could look that up and see.

AUD: When we searched for duplicate agencies, the name wasn't exactly the same, but the phone numbers were the same. The overhead percentages were different.

****SPEAKER**** When I looked at the map, the Northern Arizona campaign here touches many other areas, adjacent campaigns. Is there a shared work force between Flagstaff and Yuma? Or Flagstaff and Palm Springs?

AUD: No way

****SPEAKER**** They border each other. The rule works nicely in Southern California where you can cross county lines or CFC lines here in a matter of minutes. So Northern Arizona touches about five or six different campaigns. A contiguous charity can say, "Include me in your book." I say, "If you want to be in my book, then put me in your book." But if we use common sense, I don't see a real shared work force between Flagstaff and Yuma. What doctor do I see if I cut my hand? If I live in Flagstaff, would I really want to call somebody in Yuma for public health or other services?

On the map, we physically touch Ventura, but where that blue line intercepts is a mountain range. We are also adjacent to Kern County. There is absolutely no shared work force, but they're applying as an adjacent campaign, because there is a cross road where all three of those counties come together at Highway 166 in Maricopa. In the smaller states, it may make more sense. Either the Regs. need to change or LFCCs need to be given the freedom to do what's right for their own area. That's what I'll campaign for if I'm elected president. I want to see what you all thought.

AUD: This is where there really is strength in numbers. Andrea could compose something on behalf of the 18 campaigns and cite some specific examples and forward it to OPM. It's going to get more attention than if it's the Central Coast campaign only. And that was evidenced ten years ago, when the Federal Executive Boards in L.A., New York, and San Francisco got the Federal Employee Compensation Act passed because all three went in representing 150 federal agencies, saying we're not competitive. We can't hire. People are leaving. It got their attention, as opposed to going up just one chain of command. So we can certainly raise that issue and maybe ask to be involved in re-examining the regulations. Correct me if I'm wrong: until the regulations are changed, we can't selectively enforce them.

AUD: Working to change the regulations would be the goal.

AUD: How do you protect the right of the individual donor, though? I have a favorite charity in Sacramento, but I work in LA and I would like my money to go to Sacramento. So the only way I can do that is not to send the money through CFC, but send it directly.

AUD: What about national?

AUD: We spent hours on this issue because of retirees who moved somewhere. Do they sign up where their last duty station is or where they're living? Maybe they've lived in ten different states and although they settled in Nevada because of no state income tax, they want to give to their favorite charity, this little hospice in Connecticut. We're trying to find a way to give them the ultimate flexibility, We couldn't come up with a way to do it. That was why the initial proposal was only letting them do the national charities. We never decided how we'll work out the statewide access to charities. It will be interesting to see how it ends up.

AUD: Orange County, which is completely surrounded by four larger counties, has eleven local federations in our brochure. We get applications from seven United Ways, but I noticed a lot of agencies dropped out because they discovered they're not getting any money. So they drop out on their own and don't apply the following year because they feel like it's not worth it to get \$100.

AUD: I think that's the ultimate answer. The donors are ultimately going to vote with their dollars. If the donors don't believe an organization is worthy of their support, they're not going to support it. We may not like the look of our brochure because it has all of these organizations that we never see. Meals on Wheels in Oakland is not going to bring a hot meal to somebody

who lives in Western Riverside County. But maybe no donor in Western Riverside County is going to give a cent to Meals on Wheels in Oakland.

****SPEAKER**** The agency should not be allowed to use the application mill. Fill out one copy, photocopy it, and mail it out to however many CFCs are in California.

AUD: In the spirit of not putting a burden on the charities legitimately in connecting counties, you don't want to require an original application for every single campaign. So it's finding that balance.

****SPEAKER**** The check marks can be photocopied. But how long does it take to sign your name that many times?

AUD: We can also include the arguments against the idea of eliminating this process. We realize it's a tough issue and we need to find the appropriate balance. But at the same time, we need to protect the donors and not over burden the charities with unnecessary expenses. So if you have any opinions, dissenting or otherwise, get them to Andrea and we'll forward them.

****SPEAKER**** What I heard overall is my thinking is sound. And that we need to do something about the regulations.

AUD: I think the 30 percent qualifier really has to be examined. As you said, if an organization serves the population center of the state, that automatically qualifies them for participation throughout the state. And I don't think that was the intent of the regulations in the first place.

Letter to the Editor

CANVAZ encourages dialogue among network members. This letter from PCFO Director, Bronwyn Bruton, of Ventura County CFC, is a response to the above discussion of CFC Regulations, originating at the CFC Network Workshop. Please e-mail or fax us your opinions based on your CFC's needs. When all viewpoints are received, we plan to send OPM a paper for their consideration when Regulations revisions are contemplated.

Thank you for inviting me to pass on my thoughts about the question of eliminating statewide agencies and agencies located in an adjacent campaign area from the local section of our brochures. I'm sure that you weren't expecting a dissertation but I really enjoyed hearing the opinions of the other conference attendees, and I'm happy to take an opportunity to play the devil's advocate.

There are two points that are particularly important to me: first, that eliminating statewide and adjacent eligibility could discriminate against the needs of minority donors; and second, that the limitation of local eligibility to charities within the local campaign area is uncomfortably similar to the membership requirements of United Way.

The following comments are only intended to be read as thoughts about the possible negative consequences of altering the criteria for local eligibility. My own observation has been that most LFCCs and PCFOs strongly support those changes. I am not criticizing their opinions, and I don't necessarily disagree with many of their arguments. What I have felt is that, in the general enthusiasm, the opposite side of the argument has not received enough attention. Since it seems very likely that some sort of proposal on this subject will go through to OPM, I'd like to make sure that some of the opposing points are considered.

Changes to the local eligibility process will of course not prevent donors from donating to national and international charities. However, the majority of funds from the CFC do continue to go to the local section of the brochure. Therefore, local eligibility is a vitally important regulatory issue, deserving of serious and thoughtful debate.

Needs or Preferences of Minority Donors

The first argument against the proposed changes centers on the possibility that eliminating statewide and adjacent eligibility could discriminate against the needs or preferences of minority donors.

As CFC Manager of Ventura County, I serve a very conservative community. Our one Gay and Lesbian center has never been admitted to the CFC. We have no local civil rights chapters, no abortion/birth control clinics, no organization dedicated to AIDS, and we have very few medical centers that specialize in rarer illnesses, such as Lupus. Residents from our community who require service in these areas (and others) have to travel outside our local area on a regular basis. This situation is not exclusive to Ventura County.

Organizations serving the needs of the majority will be adequately represented in any local community. But minority needs are usually not served in small or conservative counties. Such organizations are often located in bordering urban or liberal communities. One organization often serves the needs of a handful of people in several different counties. Therefore, by limiting participation to one county or campaign area, we would run the risk of unfairly excluding organizations serving minority needs.

It is logical that limiting the criteria of local eligibility to agencies in the immediate vicinity of the campaign would lead to the exclusion of agencies that do not represent the majority needs or beliefs of a community.

For example, such a policy, if it were instituted at the Ventura County CFC, would immediately result in our inability to accommodate the donor preferences of gays, AIDS patients, women's rights activists, people with rare illnesses, and people who support or need abortions. These donors would be forced to give their contribution to national or international agencies that rarely provide direct services to our community. This situation would apply to many small campaign areas, and would, I believe, have substantial and negative consequences if it were applied nationwide.

By limiting the opportunity of donors to give to agencies representing minority needs, we would ensure that the majority of funding would be directed to majority causes. Funding received by organizations serving a minority population would decrease, resulting in even fewer services being provided to those minorities.

OPM needs to consider that limiting local eligibility in the CFC could in fact result in de facto discrimination against racial, sexual, political and medical minorities.

Similarities between United Way's Philosophy and the Proposed Limitations on Local Eligibility

My second concern is a little less dramatic and it involves what may be perceived as strong similarities between United Way's philosophy and the proposed limitations on local eligibility. In a nutshell, both United Way's bylaws and the CFC local eligibility requirements would limit participation to agencies within the immediate community. This would cause substantial overlap between local agencies and United Way agencies, again particularly in small campaign areas.

There is a widespread perception among local and national federations that United Way of America and its affiliated agencies routinely engage in practices that exclude non-member agencies from participating equally in the CFC. This suspicion about United Way's practices, whether or not it's justified, will probably lead federations to say that eliminating adjacent and statewide eligibility amounts to creating an unofficial United Way "monopoly" on the CFC. How many federations have more than fifteen member agencies located in small or largely rural

campaigns? Without statewide eligibility, the Ventura County CFC could eliminate every single federation except United Way of Ventura County from the local section of the brochure. (I haven't added up the numbers, but I would honestly guess that those federations are also currently receiving over 30% of our total campaign, which would amount to more than \$200,000 in Ventura County alone.)

The exclusion of statewide and adjacent agencies from the CFC would absolutely and undeniably act in the interest of United Way above and beyond any other charity. In fact, the idea that charitable donations should be directed to one's own particular county could be lifted out of United Way bylaws.

Federations recently sued a group of California United Ways over their fundraising practices in the United California State Employees Campaign. They successfully settled the suit, which sets a tempting precedent for any federation unhappy with United Way's management of the CFC (also a government fundraising campaign). At the least, United Way would have to defend itself against press accusations that it is attempting to use its influence, as majority PCFO, to prohibit other federations from participating equally in the campaign.

Effect on Contributions

Finally, I question the assumption that limiting local eligibility would in any way increase contributions to the campaign.

CFC is different from United Way because it represents a maximization of choice, or designation, and that automatically necessitates knowledge on the part of the donor. It's the opposite of the fund distribution process, in which donors place their faith in United Way's knowledge of the community. For that reason, I can't see any precedent for the oft-quoted argument that the LFCC and PCFO have to protect the donor from inadvertently giving their money to another part of the state.

Across the country, United Way's percentage of designations from the CFC is continuing to decrease every year. Don't we have to ask whether that indicates that CFC donor preferences are moving away from rather than towards the insular design of charities like United Way? And perhaps moving towards cause-specific federations such as Earth Share? Each year more and more diverse and nontraditional charities are represented in the CFC. Wouldn't designating the entire local section of the brochure to the United Way mentality be something of an arbitrary step backward in this process?

While not meaning to wax philosophic, we are preparing to advocate for a change in the regulations of an international fundraising effort that affects millions of lives. To me, that means that we have to be as careful in measuring the consequences of our decision as we are in measuring the consequences of any potential law. We should be sure that our choices protect the needs of the underrepresented and that they allow us to be flexible: the nonprofit world is rapidly expanding.

The CFC has a wonderful tradition of growth and adaptability, despite the fact that it has been confined by regulations that have changed very little in the last thirty years. Many of these changes have resulted directly from the ingenuity and open-mindedness of the LFCCs, who have stretched the limits of the Regs. whenever it seemed fair and appropriate. I do respect both their authority and their opinion. It isn't the role of the PCFO to influence their opinions. The role of the PCFO in this process of change is simply to project the voice of the nonprofit community into the debate.

What I'm essentially trying to say is that statewide and adjacent agencies play a role in our campaign that is often overlooked or undervalued. If we were to submit a request to change local eligibility requirements, I think that the

statewide and adjacent agencies would be successful in convincing OPM that they are a necessary part of all local campaigns. The most drastic change that we could reasonably hope for, in my opinion, would be the further division of the brochure into Local Campaign, Adjacent/Statewide, National, and International categories. Or we might get away with the equivalent of an "affirmative action" clause, which allows nonprofits, such as Gay and Lesbian Centers, to participate whenever no comparable services are available in the local community. From an administrative perspective, both of these possibilities are a headache. It's reasonable to wonder how far an international fundraising effort can bend to meet the preferences of every small campaign.

Finally, we also have to wonder about the BIGGER trend. I tend to think that people's notions of what a community really encompasses tend to be expanding in the face of increasing communication technology, political interdependence, and economic globalization. Isn't it important to wonder if, in twenty years, we will have a "local", "national" and "international" section at all? Thinking in terms of limitations rather than expansion, and in terms of smaller rather than bigger, seems to go against the trend.

I acknowledge that I have barely a year's worth of experience in the CFC and that I may have misunderstood many of the arguments made. I'm also not claiming that any of these arguments are correct! I may be quite wrong in concluding that the limits being discussed would result in discrimination or overlap with United Way agencies. I just wanted to throw them out there. Since I'm curious about this topic, though, I would like to ask any PCFO or LFCC member that is interested to make a list of the charities that would be eliminated through these proposed changes, and of those which would remain. I'd be interested in finding out whether any other campaign areas would be in the same situation as Ventura County. I'd also be interested in hearing from the other CFCs about what they feel the main issues in this debate should be.



Network Directory of 18 Regional CFC's

<i>Combined Federal Campaign</i>	<i>PCFO</i>	<i>Phone FAX E-mail</i>	<i>LFCC Chair</i>	<i>Phone FAX E-mail</i>
Greater Los Angeles	Demetrius Stevenson, Kim Davis, Bob Burnett United Way of Greater Los Angeles 523 W. 6th Street Los Angeles, CA 90014	(213) 630-2352 (213) 630-2369 lacfc@juno.com or Dstevenson@unitedwayla.org Boburnett@unitedwayla.org kdavis@unitedwayla.org	Phil Montez, US Commission on Civil Rights 3660 Wilshire Bl. #810 L.A., CA 90024	(213) 894 3437 (213) 894 0508 Philip.Montez@USCC R.Sprint.com

Maricopa County (Phoenix)	Teri Erickson Valley of the Sun United Way 1515 E.. Osborne Rd. Phoenix, AZ 85014	(602) 631-4851 (602) 631-4809 terickson@vsuw.org	Ronald Abalos, USPS 4949 E. Van Buren St. Phoenix, AZ 85026- 9996	(602) 225 3100 (602) 225 3393 rabalos@email.usps.gov
Yuma Area	Jan Martin/Amanda Morales United Way of Yuma Co. 477 S. Orange Av. Yuma, AZ 85364- 2268	(520) 783-0515 (520) 782-5463 uwyuma@yahoo.com	Major Rand Brinkman, MCAS, Provost Marshall Ofc. P.O. Box 99127 Yuma, AZ 85369-9127	(520) 341-3126 (520) 341-2429 brinkmanra@ex.yuma.usmc.mil
Arizona #51 [includes 4 former CFCs, i.e., all AZ CFCs, except Yuma & Maricopa (Phoenix)]	Robert Palmer United Way of Greater Tucson 330 N. Commerce Park Loop PO Box 86750 Tucson, AZ 85745- 750	(520) 903-9000 (520) 903-9002 bpalmer@uwtucson.t heriver.com	LTC Carl Rebarchak Chief of Staff, 355 th WG/CS 5275 E. Granite St. Tucson AZ 85707- 3012; Major Richard Harrington CFC Project Officer Davis Monthan AFB ----- Bill King, Office of Inspector Gen., Dept. of Justice, PO Box 471 Tucson, AZ 85702- 0471	(520) 228-3685 (520) 228-3191 Carl.Rebarchak@dm .af.mil Richard.Harrington @dm.af.mil ----- (520) 670-5243 (520) 670-5246
Kern, Inyo, & Mono Counties	Irish Schwarzenbach Kings United Way P.O. Box 878 Armona, CA 93202- 0878	(559) 584 1536 (559) 584-1098 KUW@KINGS.K12.CA .US	Art Ornelas, Chair USPS 3400 Pegasus Drive Bakersfield, CA 93380- 9998 ----- Gil Watson, Vice Chair SSA, 5300 Office Park Dr. Bakersfield, CA 93309	(661) 392-6102 (661) 392-6149 jrowles@email.usps. gov ----- (661) 861 4178 (661)861 4246 gilbert.watson@ssa. gov
Indian Wells Valley	Linda Stirling United Way of Indian Wells Valley - 350 E. Ridgecrest Bl., #110 Ridgecrest, CA 93555	(760) 375-1920 (760) 375-1274 uwiwv@iwvisp.com	Trudi Ihle or Cindy Klassen Naval Air Weapons Station Code 830000D, 1 Admin. Cir. China Lake, CA 93555- 6100	(760) 939-3412 or 4676 (760) 939-1123 or 4610 ihletl@navair.navy. mil klassencr@navair.na vy.mil

Mojave Valley- Barstow	Mr. Rosie Hinojos Mojave Valley United Way P.O. Box 362 (210 E. Williams) Barstow, CA 92312- 0362	(760) 256-2508 (760) 256-8789 Rosie9443@aol.com	Lt. Brad Skoglund or 2 nd Lt. David Aycock NTC Corps Support Battalion Department of the Army Fort Irwin, CA 92311- 5000	(760) 380-4584 (760) 380-5906 david.aycock@irwin. army.mil bradley.skoglund@irwin.army.mil
Imperial Valley	Laurie Nilson United Way of Imperial Cty. P.O. Box 1924 El Centro, CA 92244- 1924	(760) 352-4535 (760) 352-6013 unitedwy@brawleyon line.com	Matt L. Issman, FEA President US Customs Service 333 S. Waterman Ave. El Centro, CA 92243	(760) 353-9090 (760) 353-9096 matt.l.issman@custo ms.treas.gov
San Diego County	Jay K. Gardella United Way of San Diego Cty. 4699 Murphy Canyon Road San Diego, CA 92123- 0261	(858) 636-4114 (858) 492-2054 SdiegoCFC@aol.com	RADM Frederick Ruehe, Cmdr. Naval Base San Diego 937 N. Harbor Drive San Diego, CA 92132- 5100	(619) 532-2925 (619) 532-1400 Ruehe.frederic@Cnr sw.navy.mil
Coachella Valley (Palm Springs)	Deborah Allen United Way of the Desert P.O. Box 1990 Palm Springs, CA 92263-1990	(760) 323-2731 (760) 778-1421 psunitedwy@aol.com	Allison Linn, SSA Dist. Mgr. 275 N. El Cielo Rd., #B 3 Palm Springs, CA 92262 ----- Bob Muller, Postmaster, USPS 4222 Rancho Las Palmas Dr. Rancho Mirage, CA 92270	(760) 325-7674 (760) 322-6927 ----- (760) 346- 0109 (760) 346-7069 rmuller@email.usps. gov
Western Riverside County	Elaine Crabtree United Way - Inland Valleys 6215 Rivercrest Dr., # B Riverside, CA 92507- 0703	(909) 697-4710 (909) 656-8210 ecrabtree@uwiv.org	Thomas Cawthon 1351 Graeber St. #105 March AFB, CA 92578- 1723	(909) 655-4076 (909) 655-4671 thomas.cawthon@ri v.afrc.af.mil
San Bernardino Area	Kent Taylor or Cliff Hackney c/o Boys & Girls Club 1180 W. 9 St. San Bernardino, CA 92411	(909) 888 5910 (909) 888 1474 ktaylorraboni@aol.co m	Pat Butler P.O. Box 19001 San Bernardino, CA 92423-9001	(909) 335 4547 or 862 0454 (909) 335 4482 SBDNOCFC@aol.co m or PBU2333598@aol.co m

South Coast	Charles Caldwell United Way Santa Barbara 320 E. Gutierrez Street Santa Barbara, CA 93101	(805) 965-8591 (805) 962-3461 ccaldwell@unitedway_sb.org	Linda King, IRS 2500 Financial Square Oxnard, CA 93030	(805) 988-2111 (805) 988-6255 lking@hotmail.com
Orange County	Judith Earley United Way Orange Cty. 18012 Mitchell Ave. Irvine, CA 92614	(949) 263-6159 (949) 263-6173 cfc@unitedwayoc.org	Janice Hardy, Manager Customer Services, USPS 6771 Warner Huntington Beach, CA 92647-9998	(714) 843-4200 (714) 964-9731 jhardy2@email.usps.gov
Central California Coast	Helen Christensen United Way Central Coast P.O. Box 947 Santa Maria, CA 93456-0947	(805) 922-0329 (805) 349-9848 helen@uwcentralcoast.org or uwcc@uwcentralcoast.org	Major Jim Stone, USAF Chief, Spacelift Operations & Logistics Plans 30 SW/XPO 806 13 St. #3B5 Vandenberg AFB, CA 93437-5244	(805) 605-6344 (805) 606 9936 James.Stone@vandenberg.af.mil
29 Palms Area Joshua Tree/Yucca Valley	Ed Will Morongo Basin United Way P.O. Box 986 57500 29 Palms Hwy. Yucca Valley, CA 92286	(760) 366-9722 (760) 228-2408 mбуw@thegrid.net	Capt. Timothy Silkowsky P.O. Box 986 Yucca Valley, CA 92286-0986	(760) 830 5366 (760) 830 4476
Ventura County	Bronwyn Bruton United Way of Ventura County 1339 Del Norte Road Camarillo, CA 93010	(805) 485-6288 (805)485-4845 bronbruton@aol.com	Capt. James McConnell, Jr. c/o Gary Rainwater Resource Mgt. Dept., CBC 1000 23 rd Ave. Pt. Hueneme, CA 93043-4301	McConnell (805) 982-8111 (805) 982-58194 Rainwater (805) 982-2375 (805) 982-3419 rainwaterge@cbcph.NAVY.mil
Southern Nevada	Col. William Goldfein Community Health Charities of America 3050 E. Desert Inn Rd. #121 Las Vegas, NV 89193	(702) 735-9222 (702) 243 5635 or 735-9224 rube@juno.com	John Scott, District Director, or Roger Hopkins, PIO, SBA 300 Las Vegas Bl. Las Vegas NV 89101	(702) 388 6611or 6650 (702) 388-6469 John.E.Scott@sba.gov or roger.hopkins@sba.gov

OPM	Mara Paternmaster, Office of Extragovernmental Affairs 1900 E Street, NW # 5450, Washington, DC 20415	(202) 606 2565; fax (202) 606 5056 mtpaterm@opm.gov
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Disdain not your inferior, though poor, since he may be your superior in wisdom, and the noble endowments of mind.
George Shelley