



national committee for
responsive philanthropy

PROSPECTS FOR A NEW MODEL OF WORKPLACE GIVING IN MIAMI-DADE

**A Report by the National Committee for Responsive Philanthropy
And the National Alliance for Choice in Giving**

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National Committee for Responsive Philanthropy

2001 S Street NW, Suite 620 • Washington, DC 20009

Phone 202.387.9177 • Fax 202.332.5084

E-mail: info@ncrp.org • Web: www.ncrp.org

About NCRP

The National Committee for Responsive Philanthropy is an independent nonprofit organization founded in 1976 by nonprofit leaders across the nation who recognized that traditional philanthropy was falling short of addressing critical public needs. NCRP's founders encouraged foundations to provide resources and opportunities to help equalize the uneven playing field that decades of economic inequality and pervasive discrimination had created. Today NCRP conducts research on and advocates for philanthropic policies and practices that are responsive to public needs.

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Executive Summary

A four-person research team from the National Alliance for Choice in Giving (NACG) and the National Committee for Responsive Philanthropy (NCRP) visited Miami-Dade County in December 2003 to assess the feasibility of creating a new workplace fundraising federation to support social change and social justice charities through employee charitable donations in public and private sector workplaces.

Based on interviews with more than 60 local nonprofit, public and private sector leaders, the research team concluded that the effort to create a new “alternative fund” to serve Miami-Dade would be challenging, but the preconditions for success are evident. The central observations of the research team were:

- Philanthropic support for grassroots social change nonprofits in Miami-Dade is not extensive. Opportunities for inducing more charitable giving to support social change nonprofits would be welcomed by many people.
- People who make charitable donations through payroll deduction techniques are very generous. A new alternative fund would complement the efforts of the local United Way, attract workplace givers who are not contributing to or through the United Way, and “increase the size of the pie” of charity in the workplace.
- A new alternative fund should be oriented to address the cross-cultural needs of the various racial and ethnic groups of the Miami-Dade area, including appealing to the Latino population by including social change charities that connect with the education, family and social advancement causes that motivate Latino, particularly Cuban, charitable donors of all income levels.
- The increasing tendency of workplace donors to use the “donor designation” option in their United Way giving is one of several indications that there is an appetite for more choice and diversity in the range of charities offered to donors in the workplace.

- While many predict that the local United Way would react negatively to the creation of a new fund oriented to raising charitable donations in the workplace, the reality is that the United Way has nothing to fear from a new fund. No United Way in the nation has gone out of business due to the creation of a new alternative fund, and many have actually structured relationships of cooperation and mutual advancement.
- The attractiveness of a new alternative fund engaged in workplace charitable fundraising in Miami-Dade would be its ability to support charities addressing the root causes of Miami-Dade's social and economic challenges. Unlike other areas of the U.S., the United Way of Miami-Dade has been free from scandal; donors and charities interested in a new alternative fund would do so not to "flee" a troubled United Way, but to increase the flow of charitable donations addressing social change and social justice.
- One of the major challenges in Miami-Dade is the absence of many large private sector employers. As a result, a new alternative fund would have to find avenues for structuring campaigns in small private sector workplaces, but try to make inroads in opening up the employee charitable campaigns in public sector workplaces in the public school system, at the county government and at the city of Miami government. Around the nation, public sector workplaces have been quite hospitable to the participation of social justice funds and federations in their charitable campaigns.
- An important step for a new alternative fund (AF) would be to recruit national support from brother and sister alternative funds associated with the National Alliance for Choice in Giving and Community Shares-USA, both of which can provide training, technical assistance and strategic advice.
- The size and complexity of Miami-Dade would require a committed core group of agencies willing to devote some long hours to the organizing effort. However, a new AF cannot be created solely through volunteer elbow grease; seed money would be needed to pay for an organizer to carry out important technical functions in establishing the fund and negotiating for access to public and private sector workplaces.
- The initial participating agencies should be social justice groups able to demonstrate their reliability and effectiveness to prospective workplace donors and corporate managers. They should also be able to speak to public

sector leaders promoting social and political change in Miami and connect to their priority issues with strategy and savvy to demonstrate and maintain credibility.

- The new fund should market and connect to employees, since corporations are increasingly following the lead of employees in structuring corporate charitable giving and workplace charitable fundraising campaigns. At the same time, it should recruit corporate leaders who are interested in social change and progress in Miami-Dade to support, endorse and champion a new energetic workplace fund.

The creation of a new nonprofit entity to raise charitable donations in public and private sector workplaces in Miami-Dade will attract interest, support, excitement, criticism and opposition at the same time. Miami-Dade has not experienced the burgeoning social action fund movement active in metropolitan areas around the nation. It will take lots of education, patience and hard work, but the results could be new charitable resources supporting social change in the Miami-Dade area.

Introduction

“It would be valuable, but challenging to implement. It is definitely something that should happen; the community needs it.” The observer was a leader of a mainstream nonprofit in Miami-Dade, an affiliate of a national nonprofit of high repute, who responded to the question of whether an alternative workplace fundraising federation should be established in the region: In a way, that sentence summarizes a brief research effort in December 2003 of two national organizations exploring the feasibility of establishing an alternative fund dedicated to social change and social justice fundraising in public and private sector workplaces in Miami-Dade.¹

Most people think of workplace giving—where employees “give at the office” through regular payroll deductions to charities—as synonymous with the United Way. There’s good reason. The United Way raises a lot of money nationally, over \$3.91 billion in the 2000-2001 campaign and \$3.95 billion in 2001-2002,² primarily for human service-oriented charities.

As large as it is, the United Way no longer enjoys a monopoly in workplace giving charitable campaigns. During the past 30 years, social justice, environmental protection, civil rights and other nonprofits have banded together to take part in workplace fundraising. They have created alternative funds, providing access

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to workplace giving for charities that clearly have social justice, environmental quality and social action in their missions and mandates.

As of 2001, there were 23 national federations and 201 local “alternative funds” in existence as alternative structures for employers and employees to support charities through workplace giving campaigns. While the more than 1,400 United Ways still predominate in workplace giving, alternatives to the United Way have been expanding. In terms of charitable donations and pledges of less than \$1,000 per person, what most people would think of as the traditional workplace donation, non-United Way alternative funds have increased their share of this sector of charitable giving from 6.17 percent in 1991 to 11.15 percent in 2001. Among traditional donors, as opposed to major gifts, “de Tocqueville” gifts and corporate gifts, United Way fundraising increased only 0.46 percent between 1991 and 2001, while alternative funds, reliant almost totally on traditional workplace donors, grew 35.72 percent over the same period.³

Local social justice alternative funds, frequently called “Community Shares” funds or federations, have had impressive results and become fixtures in local charity and philanthropy in cities such as Cleveland, Denver, Minneapolis/St. Paul, Providence, Cincinnati and elsewhere. There is no comparable alternative fund or federation for workplace donors in the Miami-Dade area or in South Florida more broadly.

This report represents the observations of two national organizations, the National Alliance for Choice in Giving (NACG) and the National Committee for Responsive Philanthropy (NCRP), concerning the prospects and feasibility of establishing an alternative social justice workplace fund or federation in Miami-Dade. NACG was founded in 1987 to serve as a voice for charitable choice in the workplace and to increase the capacity of local and national workplace giving federations and funds that support social justice, environmental, women’s and other constituent-based organizations (www.choiceingiving.org). NCRP is a 28-year-old national advocacy organization promoting increased charitable giving for disadvantaged and disenfranchised populations and for nonprofit advocacy for social change (www.ncrp.org).

In 2002, NCRP and NACG had preliminary discussions with some nonprofit leaders in the Miami-Dade area concerning their interest in examining the prospects for an alternative fund in this region. In 2003, a number of local charities in the Miami-Dade area invited NCRP and NACG to conduct on-the-ground research that tested the possibilities for a new alternative fund in Miami-

Dade. During the process of preparing for this research, one of the participating organizations asked to withdraw from being included as a sponsor of the research due to its new or evolving relationship with the United Way of Miami. The remaining organizations are listed at the end of this report.

In December 2003, a team of four people⁴ visited Miami to conduct confidential interviews with some 60 nonprofit, philanthropic and corporate representatives to get a flavor of the social justice and workplace fundraising environment of Miami-Dade. This report summarizes the findings and observations of the research team on the feasibility of a new alternative fund in Miami-Dade.

Driving Forces in Favor of a New Social Action Fundraising Federation

The research team admits to a bias in favor of alternative funds, because charitable donors in the workplace deserve as much freedom and opportunity in their charitable giving as anyone else. That doesn't mean that an alternative fund automatically "works," or that creating a new fund or federation is easy.

But we have never encountered a metropolitan area where charitable giving in the workplace has been "tapped out." To the contrary, across the nation, there is evidence that many people who could give in workplace campaigns do not, because they don't see options that attract them, or they are discouraged—or worse—from designating their contributions to charities of their choice. While observers pointed out the strengths of the United Way, the research team did not come away from its interviews hearing a belief that the United Way had exhausted the charitable giving interests of workplace donors. To the contrary, there was the sense that alternatives would be attractive to both employees and employers, but at the moment, there are no other choices for workplace charity.

Philanthropic support for social change and social justice charities is not widespread or deep in Miami-Dade. While an apparently competent fundraising intermediary for human service providers, the United Way was characterized by no one as a social justice funder. As summarized by one respondent, *"The United Way and social justice groups operate in two different realms; I would not use the two in the same sentence."* While there were positive comments about the Dade Community Foundation's support—and Ruth Shack's leadership—for social change in the region and generally good marks given to the Knight Foundation under Hodding Carter's leadership, and mentions of social change grantmaking from Allegheny Franciscan, Catholic Charities and some family foundations, the depth of institutional funding for social justice groups does not go very far.⁵ The most successful fundraising strategy for progressive

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social change charities, according to one fundraiser, is *"to go to the 'private wealth,' the large number of individuals and family foundations in this area,"* a *"relationship-oriented"* approach that this observer noted *"leaves out the smaller grassroots groups that simply don't have the resources to conduct a comprehensive major donor fundraising drive."* Many interviewees described in great detail the difficult fundraising climate for social change and social justice organizations and reported on their own cutbacks in programs and staffing.

One of the most experienced interviewees on this subject described the philanthropic environment for social justice charities as *"very weak, and there is a great fear locally of progressive voices and groups among funders and major givers."* This interviewee, quite respected in the philanthropic and nonprofit communities, went on to suggest that *"this town doesn't tolerate much in the way of difference of opinion, and this translates into limited money for advocacy and alternative voices."* A key philanthropic leader was blunt: *"This community is bereft of support for social change; it's not happening out of this community's private giving. ... [Whatever social justice funding there is] happens because of out-of-state foundations and church funding."*

Some observers believe that the real philanthropic potential in Miami-Dade is among the wealthy, that South Florida is a region of sharp contrasts between *"haves and have-nots,"* and that the most lucrative charitable track is one of aiming at the philanthropic giving of wealthy people. They point to the Miami-Dade United Way's track record as one of the leading United Ways in gathering large donations from nonworkplace rich people. And it's certainly true that much of Miami-Dade's philanthropic giving isn't going to social change organizations, and it's true as well that there is a philanthropic capital outflow as many of the region's affluent givers direct their donations not necessarily toward Miami-Dade charities, but to charitable efforts in the communities and nations they lived in before moving to Florida. A very widespread sentiment among interviewees with connections to high-end donors is that *"new people"* in the region have yet to fully connect their charitable giving to Miami-Dade, because as transplants they have yet to develop the roots that translate into charitable stewardship.

There is untapped charitable potential among wealthy people, to be sure, but the most generous people most nonprofits in Miami-Dade will encounter on a daily basis are working people—and they are cash givers. During the recent economic downturn, wealthy donors have sharply reduced their charitable giving; working people who are much closer to the actual deprivation caused by

economic and social dislocations have actually maintained or increased their giving. Remember that the lowest fifth of American households with a positive net worth gives 6 percent of income and 13 percent of their wealth annually to charity, compared with roughly 1 percent of wealth and less than 2 percent of income for the other four-fifths of Americans.⁶ Two-thirds of American households do not itemize their charitable donations, but nonitemizers still give \$810 annually to charity.⁷

Some observers suggested that the obstacle in creating a new fund in Miami-Dade wasn't the latent charitable generosity of public and private sector employees, but the fact that the population of Dade County is more than half Hispanic, and the Cuban and Latin American families now living in the Miami area either don't give to secular charities or give only to Latino charities. Some even suggested that the creation of a new fund should wait for some years until the links and loyalties of Miami-Dade's Latino population to their home cities and countries fade with the passage of time. To the contrary, the facts about Latino giving do not support the stereotypes. Actually, Latinos typically "give as much to mainstream charities as to Latino nonprofit agencies," and "Latino giving to formal charities [currently at 63 percent of all Hispanic households] is rapidly approaching the U.S. average (70 percent)."⁸

Distinguishing Latino (and other ethnic and racial charitable giving) from other households' charitable giving across the nation is the fact that many Latinos are simply not asked to give as frequently or by as many entities.⁹ When asked, Latinos give as willingly as others, even more so.¹⁰ Non-Hispanic observers frequently forget that Latino families also give informally, to help extended family members and communities overseas, sometimes through *mutualistas*, a kind of charity not typically counted but very important and very generous.¹¹

The challenge for a new alternative fund in Miami-Dade is not to write off the Cuban and Latin American populations there, but to speak to and find the "hot button" issues, concerns and charities that Latino employees in public and private sector workplaces would be motivated to support through payroll deductions. Experts on Cuban charitable giving, for example, suggest that Cuban-American donors are interested in charities that support opportunities for advancement, not simply amelioration of need, and therefore respond well to charities addressing educational causes, charities helping children, and nonprofits focused on helping people "get started" in this society, while charitable fundraising focused on "guilt" or "obligation," as many fundraisers do, is a turn-off.¹² According to researchers for the Forum of Regional Associations of

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Grantmakers, the turn-ons, so to speak, for Latino charitable giving overall are family-related issues, improving community rights and economic opportunities.¹³ Connecting to these issues should be a priority for a new alternative fund, unless it wants to write off half the population of the region.

It is difficult to imagine that the same shouldn't apply to efforts to reach out to the Haitian community. Haitian activists among the field team's interviewees consistently suggested that funding for Haitian organizations was in short supply, and some clearly felt that Haitian charities could and would be among the initial proponents for an alternative fund. As noted, there was a strong sense among many interviewees that Haitian organizations and the Haitian community were underserved by charitable giving in the region. As summed up by one non-Haitian leader, "[The Haitian community] is relatively powerless; they can't make politicians and funders pay attention." An AF can help reverse that dynamic.

Many of the interviewees suggested that there was clearly a need for—and an appetite for—a broader range of charities participating in workplace campaigns. That message even came from some leaders of charities affiliated with the United Way itself, oddly enough. A latent movement among charities to get workplace donors in United Way campaigns to designate their donations for specific charities prompted a swift and, according to many interviewees, intimidating reaction from the United Way leadership, asking them to reportedly "cease and desist" from even the hint of promoting designated donations and to contact anyone who might have been recruited to designate and retract the statement.¹⁴ Miami-Dade is a large region, but a small community in some ways, and the reaction among nonprofits to the United Way's letter has received a lot of discussion.

It is possible that the United Way's new fund allocation policies, to be put in place in 2004, are geared toward opening up the United Way campaign to more diverse charities—and simultaneously heading off the wave of donors designating their charitable gifts.¹⁵ United Ways across the United States are generating new "community problem solver" images to both reenergize their campaigns and images and to stanch the leakage of workers and employers from United Way participation. But the local participants in the NCRP/NACG interviews generally described the United Way as associated with a "social services agenda serving children, the elderly, and the needy [and not] a social change agenda," and therefore not likely to take on a great deal more in the way of "risk taking" charities.

The upsurge in interest in donor designations is but one sign of openness to alternatives to the United Way. One observer noted that the business community “is largely supportive of the United Way [because] there isn’t anything to compare [it] to; there are no other choices.” We have seen that elsewhere in the nation, focus groups of employees express varied, progressive interests for their charitable giving, but when asked where they are likely to give, they resort to the “default option” of the United Way because they have few easy alternatives to access. Interviewees gave the same impression; as one said, “You often hear, ‘I’ve got to do it’, but there is very little real passion or commitment.” Even with impending changes in the United Way, it will still focus on social services for the most part, leaving donors with a strong social justice and social change interest without a workplace giving vehicle. An alternative might attract those donors who simply don’t see the United Way as their thing.

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Overall, despite obvious challenges, in the Miami-Dade area, there seems to be untapped potential in workplace giving—and interest on the part of many charities interested in social change and social justice in being able to present themselves as options for workplace donors, especially the interests of workplace donors in supporting “grassroots” organizations.¹⁶

And there is plenty for social change charities to address:

Poverty: Miami-Dade County still ranks among the poorest large counties in the United States (sixth) and the city of Miami is the poorest large city in the nation.¹⁷ Although some nonprofits have announced campaigns attacking aspects of the region’s poverty, many leaders skirt the issue. The new mayor of Miami seems to be interested in taking the poverty issue on with courage and conviction, working on promoting the Earned Income Tax Credit (EITC), promoting Individual Development Accounts (IDA), and bridging the digital divide, among other efforts.

Race and culture: Lots of interviewees detailed disparities among racial and ethnic groups and the need for charities to build bridges across the divides. People talked about an effort of the United Way after the controversies concerning Elian Gonzalez, meant to promote cross-cultural problem-solving and community-building that apparently was scrapped for failure of the program overseers to come to agreement about what to do and which applications to support. Cross-cultural dialogue and bridge building received many positive marks as a primary need for new charitable giving and new charitable access to workplace campaigns.¹⁸

Immigration and undocumented workers: South Florida is really an international community, and certainly the business community's function as a gateway to Latin America reflects that. But there is also a significant immigrant population composed of not simply the longstanding Cuban population in the region but also the Haitian population and many other groups from the Caribbean, Central America and South America.¹⁹ The official 2000 Census tally shows more than half of the Miami-Dade population as foreign born, 57.3 percent of the population Hispanic or Latino,²⁰ and two-thirds of residents over 5 years old speaking a language other than English at home.²¹ That, of course, doesn't include the many thousands, some say hundreds of thousands, of immigrants and other minorities uncounted by the U.S. Census. The concerns of immigrants are many and the public policy issues for immigrant groups complex.

African-American communities: In the midst of the influx of foreign nationals to South Florida is a longstanding African-American community that faces its own challenges in dealing with poverty. Sometimes, the discussions and coverage of issues in Miami-Dade focus so intently on the new internationalization of the population that the existing African-American population is unintentionally overlooked.

Public education: Just before the field team came to Miami, the latest superintendent of schools in the county resigned. Nearly everyone had a story to tell or an issue to raise about the problems of the school system. A *Miami Herald* series in February 2003 described in terms that cannot be replicated here the extent and depth of problems in the school system.²² However, we uncovered some school-related activism, though not a lot focused on significant advocacy for changes in the schools connected to existing workplace campaigns. Many efforts at improving education have focused on creating success in specific schools with far-sighted local educators, while dismissing efforts at taking on what was referred to as "the failing school system" or "the broken system" as beyond anyone's ken. Charities associated with a new alternative fund might be able to link and bridge efforts to improve individual schools' programs and curricula with efforts addressing the somewhat less tractable system issues.

Job training and job placement: Several observers noted that funding for programs for job training and job placement, including welfare-to-work programs, is declining. Moreover, well over 100,000 people work in Miami-Dade's "underground economy," working for less than the minimum wage without basic labor protections.

Human rights: As one observer put it, “Human rights groups are operating on a shoestring in the Miami area.” Miami-Dade is a portal to many of the social currents affecting the entire nation. Human rights solutions devised and implemented in Miami-Dade have the potential to be models for other communities, but there is critically scant support for these causes in the philanthropic community. Some interviewees linked this topic to aspects of the FTAA protests and cited potential violations of the protesters’ First Amendment rights. Freedom of speech is a fundamental human right and cannot easily be divorced from freedom to engage in charitable fundraising without some entity, whether the United Way or anyone else, determining who can and cannot speak to and raise money from employees through payroll deductions.

HIV/AIDS: Easily half of the interviewees cited HIV/AIDS as an existing, creeping, burgeoning crisis issue that some community leaders simply do not want to address or hope will go away.

Gentrification and sprawl: Despite the poverty of the inner city and of pockets throughout the county, there are also neighborhoods in Miami-Dade being disrupted by gentrification and undermined by suburban sprawl. Community development corporations and nonprofit community development financial intermediaries²³ have been active in addressing these issues and trying to generate affordable housing in diverse locations.

Nonprofit capacity-building: The Center for Nonprofit Effectiveness (C-ONE) is one of the very few significant providers of technical assistance capacity-building for nonprofits in South Florida, supported in part by the United Way.²⁴ The center and the entire nonprofit sector face the challenging dynamic of a state government that is actively privatizing many functions, notably with children and family services, shifting the responsibility for paying for and delivering services to the nonprofit and philanthropic sectors.

Restraining Forces Making the AF Organizing Effort Daunting

By all counts, Miami-Dade is a tough philanthropic environment. Most of the organizations that might be interested in banding together to create an alternative fund to access workplace charitable giving are hard-working but relatively small organizations. A new federation would require some seed capital from a local foundation or two to create the infrastructure necessary to launch a social justice fund. This isn’t a duplication of fundraising infrastructure, because the United Way infrastructure in general supports a different kind of charity. Over time, if the new alternative fund is successful, the fundraising generated by the

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fund would become relatively self-sustaining, just as the successful alternative funds around the nation have been.

The success of the United Way serving Miami-Dade might be seen as another hurdle. Unlike the imploding United Ways in other parts of the nation, particularly metropolitan Washington, D.C., and the San Francisco Bay Area, the United Way in Miami-Dade is by most accounts well respected for running a clean shop. The creation of a new alternative fund in Miami-Dade would not be because of nonprofit disaffection with an untrustworthy United Way, but because of a desire to open up workplace giving to social change, social justice and advocacy charities.

Moreover, in the Miami-Dade area for corporate leaders and for rising movers and shakers, the United Way is seen as the social place to be. The business and social elite meet, mingle, see and get seen at United Way events. Being chair of the United Way campaign is a desired mark of distinction and accomplishment, particularly if the campaign you chair beats your predecessors' fundraising totals. Interviewees almost uniformly suggested that the United Way's image was good and clean, but politically cautious and conservative, even complacent, making it a comfortable place for the corporate leadership of the region. While the United Way system in other regions has been turbulent, the waves have been somewhat less disruptive in Miami-Dade, as the region shows recovery from the September 11 impacts on the economy. It even weathered the Boy Scouts issue well, and most people suggested that disgorging the Boy Scouts from the annual campaign will be a positive step for the United Way.

In other communities, the United Way is losing corporate workplaces. But in Miami-Dade, the United Way, according to some observers, has "*successfully positioned itself as the corporate charity.*" The UW leadership does not have to fight its way to the table to sit with corporate and political power brokers. As summed up by one interviewee, referring to the United Way's executive director, "*He has the 'nod' power in this town on any significant charitable project; things don't go far without the United Way giving its approval.*" A longtime nonprofit leader described the United Way as "*the 'in place' for law firms, banks and corporate CEOs,*" fulfilling the business world social function typical of a chamber of commerce in other municipalities.

While several observers suggested that the United Way has not been particularly visionary or strategic with its fund allocations, virtually no one suggested that the United Way has been less than creative and effective in fundraising in a

community that has lost corporate support due to downsizing and declining corporate headquarters. In fact, several credited the United Way with positioning itself to run its own programs, such as a child development program to train and accredit or license child care workers, achieving two goals, positioning the United Way at the forefront of important human service issues and creating new income-generating opportunities.²⁵

A third challenge is the economy, or more specifically, the workplace environment. In the private sector, the economy is dominated by small businesses and small workplaces.²⁶ As a result, the major workplace campaigns are largely public sector—the school board, the county government, the Miami city government, etc. Unlike many public sector workplace campaigns elsewhere in the nation, the local Miami-Dade public sector campaigns are not open to anyone other than the United Way. They should be, and it appears to the research team that a credible case could be made by a new fund for open workplace campaigns in the public sector.

Accessing the many small business workplaces would be a challenge to a new alternative fund as much as it is a challenge to the local United Way, which apparently is trying to work with small employers. However, it is the impression of the research team that many local employers are interested in social change and in providing choices in charitable giving. Although it would be labor intensive, a new fund could make inroads among smaller employers whose employees see the social change nonprofit members of a new federation as attractive options.

Virtually no one we encountered suggested that the United Way would be anything but hostile to a new workplace fund or federation in the Miami-Dade environment. Perhaps the local United Way might come to realize that a new alternative fund would probably get most of its donations from givers who are not giving to or through the United Way or who have even dropped out of workplace campaigns—and that a new, vigorous environment of charitable giving in the workplace would probably lead not only to donations to an alternative fund but new donations to the charities involved in the United Way campaign. The objective of a new alternative fund—and hopefully the United Way as a partner in increasing charitable options for workplace donors—is to increase the size of the pie of charitable donations, not to compete over existing resources.

However, most interviewees from the charitable, business and philanthropic sectors warned of tough reactions from the United Way, suggesting that the organizers of a new alternative fund should expect the United Way to go into

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'attack mode.' In the words of one corporate interviewee contemplating opening up to an alternative fund, *"I think they would see it as a threat. ... I'm sure we'd all hear about it from the United Way. They'd be all over us."* One observer put it more bluntly: Reacting to the prospect of a new alternative fund, *"The United Way would try to kill it, plain and simple."*

While the strategic steps for a new alternative fund outlined below address a variety of challenges, a new fund must overcome the perception that it would simply duplicate the fundraising infrastructure of the United Way and add to a sense—among some corporate donors—of duplication and inefficiency in the nonprofit sector. Several entities—the Dade Community Foundation, the Women's Fund and the United Way itself—could and might say that they are all addressing social justice and social change. However, an alternative fund hardly competes with a community foundation, might find ways of connecting with women's funds, and could expand the level of charitable giving benefiting both social change organizations and the human service charities associated with the United Way. The nonprofit infrastructure issue must be turned on its head; it's not that Miami-Dade has too much infrastructure, but it has too little, resulting in missed opportunities for charitable giving for social change and cross-cultural community building. The niche of a new alternative fund would build out the infrastructure in a potentially useful way, not duplicate what already exists.

Strategic Steps for Establishing an Alternative Social Action Fund in Miami-Dade

Feasibility is fundamentally a matter of what people, leaders and organizations are really committed to making happen. Nothing in the history of alternative funds has occurred without substantial sweat equity, deep commitment and patience. No one should expect anything less in Miami-Dade as well. But the local steps that make sense in Miami-Dade for a new alternative fund include the following:

1. *Recruit national support:* Nonprofits in Miami-Dade would be best served by taking advantage of the experience and technology of the social action funds that have been built across the nation that work. Tapping into the assistance available through the National Alliance for Choice in Giving and through the new national template for AF access to corporate campaigns, Community Shares USA, would help local organizers jumpstart the early steps of establishing a fund. For employers concerned about the capacity and professionalism of a new fund and its ability to participate in or, even better, manage a workplace campaign,

2. *Organize with a broad spectrum of nonprofit colleagues:* As stated, the linchpin in successful AF organizing is the quality and dedication of the nonprofit leadership that comes together to work on social action fundraising. The research team was struck by the remarkably talented and inspiring nonprofit leaders we met during our brief on-site visit. But many people suggested that the circle of nonprofits to be included in a new alternative fund should be expanded to include cultural and art groups, recognizing the importance of culture in community-building in Miami-Dade, particularly at the neighborhood level, and how significantly underfunded many local community arts and theater groups are. In addition, with the widespread concern—for good reason—about public education in the area, reaching out to groups that address social change in education is also important. It is not simply a matter of finding a “critical mass” of 20 to 30 nonprofits to come together to start a fund, but finding the mix of charities that reflect the social change desires of workplace donors.

An important early step is the creation of a small nucleus of people who will serve as the leadership committee for a new alternative fund. The leadership committee would be, in effect, the initial sponsoring committee for an alternative fund organizing effort. It would be the entity to take this assessment report and work toward recruiting nonprofit partners, securing seed funding for initial operations, developing the mission and organizational structure for the fund, defining the concept of a federated fundraising effort and member agency expectations and commitments.²⁷ This is not quickly accomplished. It takes time and commitment on the part of all of the members of the initial leadership committee. But the “payoff” is new funding and new access for social change organizations.

3. *Look for seed capital:* Getting some money in early to pay for an AF staff person or two would be hugely beneficial, given the size of the county, the predominance of small employers, and the hard work ahead to open up public sector campaigns. Despite the challenges that a new fund would face, there are local funders with progressive political bents that would find the prospects of a new fund attractive. Some family foundations and individual donors in particular will grasp the importance of social change fundraising in addition to the United Way’s important human service charitable fundraising roles. Furthermore, by offering choice, alternative funds might attract philanthropic support from across political, ethnic and racial divides. The NACG/NCRP research team uncovered some funders who appear to be logical seed capital investors in an AF organizing effort.

4. *Recognize the strategic issues of importance in Miami-Dade:* Neither public nor private sector employers are interested in a new fund that simply adds more charities to the workplace giving mix. The interest we heard was in charities with a point, with a strategy, with significance to the kinds of social change that new progressive forces in the region might be interested in. Many people pointed to the relatively new mayor of the city of Miami, Manuel A. Diaz, as a refreshing new voice and vision for social change and pointed to upcoming changes in the leadership of the county and the school board as additional arenas for new thinking. A new alternative fund should be speaking to the critical issues concerning the new blood in the public and private sector leadership of the region and would be well advised to talk to Mayor Diaz and to other leaders about their charitable and philanthropic concerns and priorities. Among county-level observers, the Comprehensive Health and Social Services Master Plan of the Alliance for Human Services is an important guidepost for rationalizing the structure of human service delivery and should be well understood by AF organizers. All that is to say, a new AF serving Miami-Dade must connect with the critical issues facing the county and the emerging priorities of thoughtful public sector leaders in order to fashion effective public-private partnerships and credible public sector employee charitable campaigns.
5. *Reach out to organized labor and employee affinity groups:* The trend in many workplace campaigns is for employees to assume larger roles in the management of workplace giving campaigns and in influencing corporate philanthropy in general. Employees are working with unions, representing organized labor, and interacting with employee groups organized around “identity issues,” such as the concerns of Latinos, women, Haitians, African-Americans and lesbian/gay/bisexual/transgendered people in the workplace—and in the community. The evidence suggests that women tend to contribute more in workplace giving campaigns than men, making women in the workplace an important target constituency. Similarly, the success of LGBT organizing in Miami-Dade and the expulsion of the Boy Scouts from the United Way structure suggests that LGBT involvement and leadership can also be important for alternative fund organizing.

Although organized labor has not established a separate fund in Miami-Dade, around the nation the AFL-CIO has been supporting the creation of “union community funds,” linked either to central labor committees, state federations, or specific unions, to serve as fundraising vehicles for union members supporting charities benefiting working families and the poor. The

Union Community Fund, or UCF, describes itself this way: “This new national charity, a nonprofit sister of the AFL-CIO, enables working families to help meet human service needs and change the conditions that create need—and we decide how and where our help is given.”²⁸ While many United Ways have strong labor support, in part because the United Way frequently pays for “community services” staff positions at the central labor council, some unions and some organizers see the United Ways as dominated by corporate leaders and unsympathetic to organized labor.²⁹ Recruiting labor support from the more vibrant, more organizing-oriented locals in the Miami-Dade area would be time well spent for AF organizers. As one labor leader reflected on the prospects for an AF in our field interviews, “*I think it’s a great idea. It needs to happen.*”

6. *Recruit reputable, effective charities to join the alternative fund:* Miami-Dade has hardly been immune from nonprofits having trouble with demonstrating their impact and effectiveness. And with the “social change” or “social justice” stratum of the nonprofit sector seen as young, small and not highly visible, donors—in the workplace as much as on foundation boards—are looking for evidence of reliability and effectiveness in the charities they support. For many human service charities, effectiveness is a numbers count—how many families served, how many households touched. For social change advocacy organizations, the challenge of demonstrating effectiveness is sometimes more daunting, but the level of impact can be huge.³⁰
7. *Pay special attention to public sector campaigns early on:* In a region with few large corporate workplaces, it makes sense to look to public sector campaigns for alternative fund access. At the moment, the large county (32,000 employees), school system (some 45,000) and city (3,700)³¹ campaigns are run by the United Way and closed to alternatives, though that really has not been tested by an alternative federated fundraising effort. There are numerous examples from around the nation of local and state employee campaigns that include social justice funds and federations as options for employees’ charitable giving. At first, most interviewees said that there was virtually no chance that these public sector employers would ever open up their campaigns to any entity other than the United Way. That opinion subsequently softened, as observers contemplated the benefits of competition and choice in workplace fundraising, the inclusion of more grassroots social change charities as beneficiaries, and the recent and prospective political changes at all levels leading to a greater openness to alternatives in charitable fundraising. NACG can supply Miami-Dade AF organizers with plenty of examples

of open public sector campaigns, from the federal level on down, including campaigns managed by United Ways but including AFs as partners, to demonstrate the benefits of open workplace campaigns to county commissioners, school board members and mayors.

8. *Recruit private sector leadership:* The economy and business leadership of Miami is changing; it is much different from how it was years ago under the aegis of the “Nongroup” business leadership. The Chamber of Commerce, the Miami Business Forum and others are all pretty well connected to the United Way, but the NACG/NCRP field team sensed an appetite for a willingness to break the mold and try new things. One business sector leader surprised the field team by suggesting that the United Way needed the competition of a “working man’s” fundraising federation, that the United Way’s focus on major gifts and high society fundraising was fine, but not connecting with the concerns and priorities of workers themselves.³² A new alternative fund should not be shy about reaching out to the business leadership of the region, including the Cuban business leadership at the Hispanic Chamber of Commerce and the Latin Builders Association, for example, and building relationships.³³

There are corporate leaders as individuals who also might sign on to supporting open workplace charitable campaigns, as many corporations have around the nation, including some corporations with affiliates in the Miami-Dade area. What has stymied any movement in this direction has been the lack of alternatives to promote. With the establishment of a new fund, it would be well worth the effort of the organizers to approach the Miami-Dade regional operations of corporations that have open workplace campaigns in other parts of the nation (NACG or CS-USA could identify the corporations).³⁴ It would also be good to seek out and get the participation and endorsement of the more progressive corporate leaders in the Miami-Dade area, not because they come from corporations with open campaign histories, but because they are promoting change. Many people suggested that the banking sector might be one corporate segment ripe for exploration, in part because it supports initiatives such as community-based housing and economic development, microenterprise lending, IDA funds, and so forth that are attractive vehicles for social change, register with the banks for Community Reinvestment Act recognition, and don’t get much support from the Miami-Dade United Way.³⁵

Some of the private sector leadership might come from established charities

whose missions are not necessarily geared toward social change, but believe that social change philanthropy should exist and be promoted. Moreover, some major charities view the United Way's aggressive solicitation of corporate grants and major donor gifts as an intrusion into their fundraising arenas, while they are prohibited, due to the United Way's rules surrounding donor designations, from soliciting contributions through payroll deductions in workplaces around the region. There may be support for an alternative fund from nonprofit leaders who simply believe that no one entity, the United Way or anyone else, should be in a position to dictate the rules on charitable giving and limit the charitable options for potential donors.

But a new alternative fund should be demonstrating to employers large and small that open campaigns are both more commonplace than ever and more productive than the static, closed workplace fundraising campaigns. The end-of-the-year issue of *Inside Corporate Philanthropy*, for example, is almost entirely devoted to changes in corporate philanthropy that include tectonic shifts in the ways some corporations approach workplace campaigns. The report noted that more than 30 percent of Fortune 500 companies offer workplace giving programs that include more than simply the United Way, taking advantage of "alternative umbrella federated charities ... representing health agencies; community development organizations; neighborhood groups; arts and cultural organizations; women's groups; African-American, Hispanic and Asian-American organizations; gay/lesbian groups; and social justice groups—just to name a few ... to more closely reflect the diverse interests of (employers') employee base."³⁶ Around the nation, employers increasingly "get it." It may be a bit new in Miami-Dade, but it works not only for the participating charities but also for the employers who want to respond to the interests of their employees.

9. *Disabuse people of the notion that alternative funds harm United Ways:* Despite the growth of the alternative fund movement throughout the United States, we have yet to see a United Way collapse because of the existence of a Community Shares federation anywhere in the nation. The proposition is ludicrous. But in Miami-Dade, the impetus for a new alternative fund would not be because of nonprofit disaffection due to unsavory business dealings with the United Way or because of business reluctance to deal with a United Way engrossed in scandal. Although some observers intimated that it was difficult to know how much of the United Way's positive image was based in reality versus the result of public relations "hype," the Miami-Dade United Way is not an agency in ethical or financial freefall. A new alternative fund in Miami-Dade should encourage continued charitable giving to the United

A new alternative fund in Miami-Dade should encourage continued charitable giving to the United Way, to the human service agencies affiliated with the United Way, and new giving to the social change organizations affiliated with a new alternative fund.

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One United Way supporter described an alternative fund's necessary strategy surprisingly accurately: An alternative fund would have to show that it "wouldn't hurt the United Way to do this." It would have to make the case to corporate CEOs that "the world doesn't rotate on an axis of (only the) 65 to 70 agencies" receiving United Way allocations. It would have to demonstrate that a new fund would meet "a basic community need and good that is something extra" and that an alternative fund offers a credible, reliable way "to really address these issues." This is the template that alternative funds all around the United States offer public and private sector employers with increasing success. It ought to be able to work in Miami-Dade as well.

That does not mean, however, that social change organizations should be complacent about the United Way. Many interviewees remarked about the United Way "monopoly" making it difficult for emerging advocacy groups and community organizing groups to attract fundraising and reach sustainable levels of community support. There's no reason to disparage the United Way, but there's also no reason not to aggressively and confidently talk about the legitimacy and importance of charitable support for social change and social justice nonprofits, particularly grassroots organizations that typically do not make it into United Way campaigns.

Conclusion

The most fundamental barrier to social change can be found at the intersection of inertia and defeatism. There are lots of reasons to conclude that the effort to create an alternative fund, the effort to do virtually anything to support long-term social change, is doomed to failure. The powers that be are unsupportive, the opposition is potentially fierce, the available resources few. While many people might want alternatives to the United Way, some think—not without merit—that creating a new fund would be an uphill battle.

But change is afoot in the Miami-Dade area. The NACG/NCRP field team could not help but be impressed by the quality of leadership encountered in social change organizations in the region, many not particularly visible on the radar screens of some corporate and philanthropic power brokers, but impressive nonetheless. There is a nucleus for change. Interviewees from across the spectrum see the need for progress in public policy and community building in South

Florida. The evidence from around the nation and the indications from 60 interviews throughout Dade County suggest that an alternative fund dedicated to social change charitable fundraising in public and private sector workplaces in Miami-Dade can and should be a component of social progress in the region.

Most of the interviewees expressed support for organizing an alternative fund, even if they felt that the organizing effort might be daunting. One charity leader closed her comments with, *"I hope this works; I think it's worth a try."* A business leader told us, *"It would be exciting to see an alternative"* to the United Way on the scene; *"you have to try to test the water."* A government leader concluded: *"Good luck. I'd love to see something like this happen here in Miami."* So would we.

"It would be exciting to see an alternative" to the United Way on the scene; "you have to try to test the water."

Endnotes

1. There is much debate around the concept of social justice. Our approach is a broad definition. Social justice fundraising, to us, revolves around four major dimensions: 1. addressing root causes of social problems; 2. communicating and disseminating information about root causes to the public, with a particular emphasis on reaching those who are directly disadvantaged by social problems; 3. strengthening existing or new social movements that work for social, political and economic equity; and 4. promoting inclusion of constituents in grant-making decision-making processes and governance powers. Cf. *Understanding Social Justice Philanthropy* (National Committee for Responsive Philanthropy, April 2, 2003).
2. AAFRC Trust for Philanthropy, *Giving USA 2003* (Indianapolis, 2003), p. 154. *Giving USA* noted that the 2001-2002 campaign results were enhanced by \$501 million in gifts to the United Way's September 11th Fund.
3. *Giving at Work 2003* (National Committee for Responsive Philanthropy and National Alliance for Choice in Giving, September 2003), p. 9.
4. The four field team members were Matt Howe, executive director of the National Alliance for Choice in Giving; Rick Cohen, executive director of the National Committee for Responsive Philanthropy; Sheila Watkins, executive director of Northwestern Ohio Community Shares; and Kevin Ronnie, NCRP's Field Director.
5. The top foundations making grants in the Miami metropolitan area in 2001, according to the Foundation Center, were the Knight Foundation in the top spot, followed by the Wallace H. Coulter Foundation, the Goizueta Foundation, the Sylvester Foundation, the Dade Community Foundation, the Columbus Foundation and Affiliated Organizations, the W.K. Kellogg Foundation, Publix Super Markets Charities, the Robert R. McCormick Tribune Foundation and the Bank of America Foundation. Only five of the top 10 foundation grantmakers in metro Miami were even headquartered in Florida. The top 10 foundation grant recipients in metropolitan Miami were, in rank order, the University of Miami, Florida International University Foundation, the United Way of Dade County, the Collins Center for Public Policy, Florida International University, the Metropolitan Dade County Performing Arts Center Trust, Barry University, the Jewish Federation of Greater Miami, the Museum of Science and the Early Childhood Initiative. It is notable that among the top 40 foundation grant recipients in 2001

were a handful of nonprofits frequently identified by interviewees as among the better and more credible local groups focused on social change and social justice, including the Florida Immigrant Advocacy Center (#17), the Human Services Coalition of Dade County (#28), People Acting for Community Together (#30), Direct Action and Research Training Center (#33) and Little Haiti Housing Association (#48).

6. *Philanthropy in the American Economy* (Council of Economic Advisors, 2000), p. 7.
7. *Deducting Generosity: The Effect of Charitable Tax Incentives on Giving* (Independent Sector, 2003), p. 10.
8. *Abriendo Caminos: Strengthening Latino Communities Through Giving and Volunteering* (Hispanic Federation, Inc., 2002), p. 4.
9. In one example, a survey in Southern California concluded: "Seventy-five percent of non-Hispanic whites and 71 percent of Asians said they were asked to make a charitable donation, but only 48 percent of Latinos were asked." *Orange County Annual Survey* (University of California at Irvine, 1998).
10. William Diaz, Nadine T. Jalandoni, Kristen C. Hammill, and Tamara Koob, "Hispanic Giving and Volunteering: Findings From Independent Sector's National Survey of Giving and Volunteering," *Facts and Findings* (Independent Sector, Fall 2001).
11. Gabriel Kasper and Henry A.J. Ramos, "Latino Philanthropy in Transition: A Comparative Overview of Trends and Lessons from the Field," *The State of Philanthropy 2002* (National Committee for Responsive Philanthropy, 2002), p. 14.
12. Rolando Damian Rodriguez, "Diversity Essay: Characteristics of Cuban-American Fundraising" (http://www.afpnet.org/tier3_cd.cfm?folder_id=1865&content_item_id=6509).
13. Mindy L. Berry and Jessica Chao, *Engaging Diverse Communities for and Through Philanthropy. New Ventures in Philanthropy* (Forum of Regional Associations of Grantmakers, 2001), p. 33.
14. More than a couple of interviewees suggested that charities have to fight to receive the funds that donors have specifically designated for them. Interviewees said that they only discovered that funds had been designated for them by chance, that they had to go to the United Way to tell UW staff that they knew about designated funds for their charities, and that the process sometimes results in not months but a year or more of a wait for the designated gifts. The message to both the designating donors and the charities is that designation is frowned upon and

the United Way will not make it easy for donor or donee to navigate the process.

15. Some particularly observant interviewees noted the problem facing the United Way with donor designations. It cannot *not* allow donor designations, and, in fact, designations permit the United Way to take credit for supporting some issues and charities that really are not central to what the United Way's largely corporate board wants to support. But at the same time, donor designations make it seem that money is simply "passing through" the United Way, and the United Way itself is not adding that much value—or in fact, taking away value because it is charging an administrative fee for processing checks to donor-designated agencies. Another observer noted that donor designation "is a Trojan horse for the United Way; it will eat them alive." Therefore, the United Way can say that it allows donor choice, but in reality, it actively discourages it. However, designations were reported by several interviewees as the reason United Way leaders cited for not supporting certain progressive causes, so the United Way is able to take credit for funding earmarked for social change causes that it institutionally does not support and at the same time use donors' earmarking their gifts as the reason for not supporting social change charities.
16. Even among the many people who thought highly of the United Way, respondents suggested that, in the words of one, "*The United Way is out of touch with the grassroots.*" While very supportive of the United Way, another interviewee suggested that the United Way "*pays attention to more sophisticated groups, and it's very difficult to get United Way money when you're a small organization.*" Given a large campaign to operate and a board of "pretty much the usual suspects of recognized business and community leaders," this United Way like most funnels down to focusing on a small proportion of local charities and is neither connected with nor structured to connect with grassroots advocacy nonprofits.
17. The Miami-Dade region suffers from another distinction of deep poverty: Of 182 areas in the U.S., Miami-Dade ranks seventh-worst in the inequities of rich and poor. Cf. Manual Pastor, "Economy Stock on Bridge between Rich, Poor," *Sun-Sentinel* (November 20, 2000). Poverty, however, is not simply in the city of Miami. The county government has designated 20 Targeted Urban Areas with high concentrations of poverty.
18. The substantial commitment of the Knight Foundation to bridge-building work in the Overtown (African-American) and Little Havana (Cuban) neighborhoods of Miami is a notable example of efforts in this regard. The foundation has not only committed substantial funds of its own, but leveraged commitments from national foundations through the Living Cities Initiative.
19. The 2000 Census indicated that there were 270,000 Haitians in Florida, mostly in Miami-Dade, and another 170,000 Jamaicans. Some interviewees suggested that the Census under-

count of Haitians in Miami-Dade alone was in the hundreds of thousands.

20. According to the 2000 Census, just about half of the Hispanic population of Dade County was non-Cuban.
21. Including the Dade County population, Florida's Hispanic or Latino population was only 16.8 percent of the state's total and less than one-fourth of the population over 5 spoke a language other than English at home.
22. Cf. for example, Debbie Cenziper and Jason Grotto, "Crumbling Schools," *Miami Herald* (February 9, 2003), and Debbie Cenziper, Jason Grotto, and Tim Henderson, "Missteps Fuel Crowding Crisis," *Miami Herald* (February 10, 2003).
23. The two major national nonprofit intermediaries—the Local Initiatives Support Corporation (LISC) and the Enterprise Foundation, the latter working in partnership with Greater Miami Neighborhoods—are active players in the community development environment of the city and the county.
24. Cf. *Strengthening Nonprofits Regionally* (Donors Forum of South Florida, 2002), for a report that documents the shortage of consistent, coordinated capacity-building responses to the capacity-building needs of the region's nonprofit agencies.
25. Although impressed with the entrepreneurial instincts of the United Way in developing and running its own programs, some interviewees indicated that this could also turn into a loss of focus for the United Way, shifting its role from being a fundraising intermediary raising money for other charities to running programs and raising money for itself.
26. Miami-Dade has few major corporate headquarters—Burger King, Ryder, and Carnival Cruise Lines are among the most notable—and fewer than two dozen private sector employers with employment above 2,000.
27. These and other basic steps in starting a new fund are outlined in Rick Cohen, "Starting a Community-Based Umbrella Fundraising Organization," *Grassroots Fundraising Journal* (December 2000).
28. <http://www.unioncommunityfund.org/default.htm>
29. One interviewee asserted that the United Way board includes "union-busting lawyers," which makes it difficult for some in organized labor to feel particularly energized to support United Way campaigns. On the other hand, some employers are not union shops and, therefore, as

one remarked, “We wouldn’t support anything tied to unions.” For most alternative funds, their charities are inclusive rather than exclusive, and therefore employers who would only want to allow charities that “work ... well for corporate management,” which is how they view the United Way, might not be good candidates for an alternative fund.

30. Most interviewees suggested that the United Way was increasing its emphasis on documented outcomes from its allocations—more “bang for the buck at the agency level,” as one put it. However, nearly everyone pointed out the difficulties in documenting some kinds of outcomes or the likelihood that organizations would narrow their sights to the easily quantifiable and circumvent harder-to-quantify social change objectives. Knowledgeable observers feared that redoubling requirements on outcomes might only serve to make agencies go through “an arduous process every year” to qualify for United Way allocations, taking away vital time and resources devoted to real social change.
31. The federal government employs 18,000-20,000 workers in Miami-Dade County. The top ten public sector employers in Miami-Dade are: (1) Miami-Dade County Public Schools, (2) Miami-Dade County, (3) federal government, (4) state of Florida (18,900), (5) Jackson Memorial Hospital (11,700), (6) city of Miami, (7) Florida International University, (8) Miami VA Medical Center, (9) Miami-Dade Community College (7,500) and (10) city of Miami Beach. As public sector workplaces, all should be significant targets for alternative fund access.
32. The business leader calling for a “working man’s fund” suggested that working people are not motivated to give through wine auctions and society events, and called attention to a newspaper article (see Joan Fleischman, “Sweet Charity Turns Into a Case of Whine,” in the December 2, 2003 *Miami Herald*) concerning a spat over who would run a wine auction for the United Way. A local charity leader suggested that “*the United Way’s expectations for giving are not real for the common folk*,” with the thought that a different fundraising approach that is more in line with the needs and capabilities of “working class folks” would be worth exploring.
33. With only 5 percent of the nation’s Latino population, Miami has nearly half of the 40 largest Latino-own industrial and commercial firms in the U.S., according to Alex Stepick, Guillermo Grenier, Max Castro, and Marvin Dunn, *This Land Is Our Land: Immigrants and Power in Miami* (University of California Press, 2003).
34. Among the largest private sector employers in the county are American Airlines (9,000 employees), with which alternative funds in other states have had some success; the University of Miami (9,000), for which private university counterparts that have opened to alternative funds elsewhere might be good role models; and the utilities Bell South (4,700) and Florida

Power & Light (3,665), again a sector that has opened to alternative funds elsewhere in the U.S. Other logical targets would be the health care sector (Baptist Health Systems of Southern Florida, with 7,000 employees; Mount Sinai Medical Center, with 3,000; and Cedars Medical, with 2,680), the travel and tourism sector (for example, Carnival Cruise Lines), and banks such as Bank of America (1,600 employees) and Wachovia (2,500).

35. Other United Ways do support housing and economic development substantially, and interviewees cited the United Way of Atlanta as a role model in this regard. For a fuller review of local United Way housing and economic development initiatives, see Rick Cohen, "The United Way's New Business Plan for Community Development," *Shelterforce* (January/February 2003).
36. Marjorie Polycarpe, "Re-Examining Workplace Giving Programs," *Inside Corporate Philanthropy* (December 31, 2003).

Prospects for a New Model of Workplace Giving in Miami-Dade

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For information or copies of this report, please contact NCRP:

2001 S Street NW, Suite 620 • Washington, DC 20009

Phone 202.387.9177 • Fax 202.332.5084

E-mail: info@ncrp.org • Web: www.ncrp.org