



LEADING THE VOLUNTEER COMMUNITY

*The Annual Report of
VOLUNTEER—The National Center
for the year ended June 30, 1986*



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for the year ended June 30, 1986

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** Effective June 2, 1986
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New Staff Members Since July 1, 1986:

Dennis Barnett
Anita Bradshaw
Marsha Brevard
Dina Gillespy
Michael King
Pamela Warwick
Kim Williams

* No longer on staff



CHAIRMAN'S MESSAGE

It was my privilege this past year to serve with a distinguished group of leaders from the voluntary sector on a special task force to explore how best to increase giving and volunteering in the United States. Although formed under the aegis of a single organization, INDEPENDENT SECTOR, the task force has reached conclusions that have profound implications for all of us concerned with strengthening private sector problem-solving.

In brief, the task force has called on us to adopt significant new goals: to increase volunteering by 50 percent and to double philanthropic giving within the next five years.

I came away from that group with a renewed sense of the priority that must be given to building those local organizations that can play the most significant roles in meeting those goals: Volunteer Centers, corporate-based volunteer programs, federated fundraising structures and community-wide planning and goal-setting mechanisms.

I also came away convinced that leadership in accomplishing this must come from the private sector itself. While we must have the active support of government—financial as well as philosophical—we must determine for ourselves the directions, create the programs, set the agendas that we will pursue.

VOLUNTEER has defined the scope of its leadership role as being one of promoting and supporting effective volunteering in every aspect of American society.

Working in cooperation with our primary constituent groups—Volunteer Centers, involved corporations, individual volunteer leaders—we are committed to giving the leadership required to strengthen and sustain America's volunteer community.

We cannot do it alone and, indeed, the growing support we are receiving from throughout the country tells us there are many who share our mission and goals. To them and to all who are giving their time, talent and energy to help others, we extend our deepest appreciation and respect.

George Romney
Chairman



PRESIDENT'S MESSAGE

The most significant aspect of the year just past was the rapid and continuing changes in the environment in which we work—growing public expectations of the role volunteering can play in addressing both continuing and newly emerging community problems, growing demand for our services in support of local volunteer efforts, growing interest on the part of other organizations as to how best they can assist in building our nation's volunteer resources.

In such an environment, leadership is a critical element. We have responded by continuing to strengthen ourselves, to improve the quality as well as the quantity of the services we provide and to work collaboratively with our colleagues both nationally and locally. Here, from the management perspective, are key highlights of the year.

We took advantage of two key leadership opportunities—Governor Romney's service on the President's Advisory Board on Private Sector Initiatives and on INDEPENDENT SECTOR's Task Force on Measurable Growth in Giving and Volunteering—to be a visible advocate for our three primary constituent groups: Volunteer Centers, corporations with employee volunteer programs and individual volunteer leaders.

We increased both our own visibility and that of our constituent groups through new initiatives with the media and publication of our book on corporate volunteering, *A New Competitive Edge*.

Strengthening our relationships with our most important constituent groups, we brought to fruition the merger of the National Council on Corporate Volunteerism with VOLUNTEER and launched our new Volunteer Center Associate membership program.

Our staff has been strengthened and renewed through the addition of four new professional staff, all with extensive previous experience in the management of local volunteer efforts. Responding to the continuing growth in demand for our services, we are strengthening our top management with the addition of a new Executive Vice President, Mike King, formerly director of the Volunteer Center of Dallas, Texas.

Our efficiency and productivity was increased by renovation of our office space to allow for a bit more space with an improved configuration and by fuller utilization of our own computer and word processing resources.

The continued growth of our self-generated revenue—from the national conference, the Associate membership program, the new Volunteer Center membership program and our publications sales—tells us that VOLUNTEER's work is highly valued by those we seek to serve: the individuals and organizations that are building and sustaining America's volunteer community.

We enter the new fiscal year with a clear purpose, a solid foundation of programs and the renewed support and participation of our primary constituent groups. While we face the continued challenge of obtaining the financial resources we need, we are confident of the work before us and of our ability to respond.

Kenn Allen
President

CONSTITUENT SERVICES

VOLUNTEER CENTERS: LOCAL LEADERSHIP FOR LOCAL PROBLEM-SOLVING

The importance of Volunteer Centers was underlined by INDEPENDENT SECTOR'S recent report, *Daring Goals for a Caring Society*, that listed as one of the top ten priorities in strengthening giving and volunteering, "to double the number of strong, visible Volunteer Centers."

The prestigious national task force which prepared that report recognized Volunteer Centers as the primary local leadership organization to help solve problems and meet needs by promoting effective and creative volunteering in several ways:

- Recruiting and placing individual volunteers;
- Identifying high priority needs in the community and organizing new volunteer initiatives to respond to them;
- Building public awareness and support for volunteering;
- Providing training and technical assistance to both voluntary organizations and public sector agencies dependent on volunteers to fulfill their responsibilities to the community.

A Volunteer Center serves as an advocate and catalyst for volunteering, provides leadership and support for volunteer efforts and is the central clearinghouse for volunteering in its community. Consider these facts:

- There are over 350 Volunteer Centers in the United States, serving an estimated 100,000 private organizations and public agencies.
- Each year Volunteer Centers refer or place an estimated half million new volunteers who, based on national studies of volunteering, are likely to provide more than 100 million total hours of service in a given year, worth at least \$800 million annually to the nation.

VOLUNTEER is proud to serve as the

national organization that supports and assists Volunteer Centers through an ongoing program of training, information-sharing and promotion.

In the fiscal year ending June 30, 1986, we emphasized three goals in our work with Volunteer Centers:

1. To raise the level of awareness of Volunteer Centers among the general public and key decision-makers throughout the nation;
2. To increase the capacity of Volunteer Centers to operate effectively; and
3. To demonstrate the impact Volunteer Centers can have on their communities through projects that address high-priority local problems.

A significant aspect of the year was the successful launching of our new Volunteer Center Associate membership program. Planned and marketed by the elected Volunteer Center Advisory Council, the Associate program substantially increased our services to Volunteer Centers while significantly increasing their annual fee for services. A total of 256 Volunteer Centers, or 73 percent of the total, became Associates during the first months of this new program.

We undertook four major activities to build awareness of the work of Volunteer Centers:

- The winter issue of *Voluntary Action Leadership* was devoted exclusively to a report on the work of Volunteer Centers. In addition to its regular readership, we distributed over 6,000 copies to leaders in government, business, philanthropy, the media and the voluntary sector. Volunteer Centers purchased over 2,500 additional copies for local distribution.
- Our first media kit, which focused on recognition of volunteers, was provided to Volunteer Centers in March. It included camera-ready ad

slicks for placement in local publications, scripts of radio public service announcements, drafts of editorials and clip art. The ad reproduced in this report was later chosen by the *Times Mirror* for inclusion in a chapter on marketing non-business organizations for a college textbook, *Understanding Business*.

■ Through a cooperative arrangement with the American Floral Marketing Council, we produced a 30-second public service announcement to recruit volunteers and to publicize Volunteer Centers. It is designed to allow for full localization, including projection of local telephone numbers. The spot began appearing on local stations in October 1986.

■ George Romney, chairman of VOLUNTEER's board, has used two major leadership positions as opportunities to share information about Volunteer Centers. He served as a member of the Task Force on Measurable Growth in Giving and Volunteering of INDEPENDENT SECTOR, which authored the report, *Daring Goals for a Caring Society*, and as a member of the President's Advisory Board on Private Sector Initiatives, chairing its committee on volunteering.

Our work to build the capacity of Volunteer Centers included the following:

■ We continued for a second year the distribution of Apple Computers to Volunteer Centers and other local nonprofits to strengthen their ability to function effectively. Through a three-year grant from Apple, we will be able to computerize some 125 Volunteer Centers and 25 other agencies. The grant to each site includes an Apple IIe computer, printer, modem and software. VOLUNTEER manages the grants program, provides initial training and ongoing technical assistance and has created an electronic mail system to link recipient Volunteer Centers together.

■ Some 124 Volunteer Centers attended the 1986 National VOLUNTEER Conference in Dallas,

Texas, focusing their primary attentions on how to strengthen their skills in marketing.

■ VOLNET, our weekly electronic newsletter, created a short-deadline communications link with Volunteer Centers and aided them in strengthening their communications with one another.

■ We installed a toll-free WATS line solely for use by the Volunteer Centers, increasing their access to VOLUNTEER's staff.

Finally, we involved Volunteer Centers in a series of special projects, described elsewhere in this report, designed to reach groups not usually recruited as volunteers and to demonstrate the impact of volunteering on high priority problems.

■ *What's Ahead . . .*

In the fiscal year beginning July 1, 1986, we will be focusing our energies on these priorities with Volunteer Centers: development of the Volunteer Center management training program; intensive assistance to Volunteer Centers facing difficult times; development of new tools to assist Volunteer Centers in assessing their developmental needs; and development of new public awareness tools for local use.

Who put over 500,000 people to work last year providing \$800 million worth of service to their communities?

America's 387 Volunteer Centers, that's who.

As the leaders for local problem-solving, Volunteer Centers placed volunteers in programs confronting such problems as hunger, illiteracy and unemployment. They helped over 100,000 agencies serving youth, the elderly, and the physically and mentally handicapped.

And they helped a half million Americans give their time, talent and creative energy to help themselves through their service to others.

Get Involved! Call your local Volunteer Center!



Volunteer Centers
VOLUNTEER — The National Center
Working together to help America get involved!

BUILDING STRONG LOCAL LEADERSHIP

Individual volunteer leaders and managers are an important constituency for VOLUNTEER. It is through their efforts that effective local programs are created and that volunteers are able to have the maximum impact on local problems. While Volunteer Centers play the primary support role for this constituency through training and technical assistance, VOLUNTEER provides a variety of national "umbrella" services that help tie together this large, diverse group of people. In the fiscal year ending June 30, 1986:

■ We responded to over 2,500 information requests, an average of over one per hour every working day of the year.

■ Orders for publications and promotion/recognition materials increased by 10 percent to just over 4,100, and gross revenue from those sales exceeded \$200,000 for the first time.

■ The number of Associates continued to grow, exceeding 2,000 for the first time in history.

■ *Voluntary Action Leadership* had approximately 2,000 paid subscribers in addition to the Associates and

continued to receive high ratings in surveys of readers. The winter issue, devoted exclusively to telling the story of Volunteer Centers, was distributed to over 8,500 non-subscribers, making it the most widely read issue ever.

PUBLIC AWARENESS

BUILDING PUBLIC UNDERSTANDING OF VOLUNTEERING

One of the critically important elements in strengthening volunteering is to create and sustain a public environment that places high value on helping, volunteering and citizen involvement in problem-solving. VOLUNTEER seeks to do so by effectively telling the story of volunteering to the public.

In the past year, our public awareness activities have included both the ongoing President's Volunteer Action Awards and the celebration of National Volunteer Week as well as new efforts to reach the public through the media.

The President's Volunteer Action Awards, co-sponsored with the White House and the federal agency ACTION, remains the most prestigious national recognition of volunteer effort. This year's 19 winners were selected from over 2,200 entries from across the nation.

The winners also continued to receive major national publicity for their work. For example, Carol Sasaki appeared on "The Phil Donahue Show" several weeks after receiving the award, and Gloria Allred was featured in a page one story in the *Wall Street Journal*. Past award winners Candy Lightner, founder of Mothers Against Drunk Driving, and Lois Lee, founder of Children of the Night, have been the subjects of made-for-TV movies, and three other former winners have been featured on CBS-TV's "American Profiles."

National Volunteer Week, established by VOLUNTEER, is celebrated annually throughout the nation as the time to recognize the contributions made by volunteers to their communities. In 1986, the work of local Volunteer Centers was supported by our first media resource kit, which included camera-ready print ads, sample editorials, clip art and examples of innovative recognition

and public awareness events from other communities.

Working in collaboration with the American Floral Marketing Council, we produced a special 30-second television public service announcement, designed to be localized by Volunteer Centers, to recruit volunteers. The tag line—"What we need, money can't buy. We need you."—was drawn from one of VOLUNTEER's earliest and most popular public service campaigns.

In a special project sponsored by Coleco, maker of the Cabbage Patch dolls, VOLUNTEER identified six outstanding young volunteers, under age 13, who became "goodwill ambassadors" for volunteering to Scotland, England, Italy, Holland and the People's Republic of China. The project helped establish that effective volunteering in sophisticated programs can be performed by young people and gained important public recognition of their efforts.

■ What's Ahead . . .

In the fiscal year beginning July 1, 1986, we will concentrate our energies on four major public awareness activities: the sixth year of the President's Volunteer Action Awards; full utilization of the new television PSA by local Volunteer Centers; development of two new media resource kits for Volunteer Centers; and maximum public exposure for the products developed during the Workplace in the Community Project.



Coleco's young goodwill ambassadors get send-off from First Lady Nancy Reagan on the eve of their departure to five foreign countries. From left, Alexis Anderson of Livermore, Calif.; Krisha Jacobs, Cheyenne, Wyoming; Alfredo Rubi III, Signal Hill, Calif.; Dawoud and Kareem Stevenson, Kalamazoo, Mich.; and Anitra Rowe, Fort Washington, Md. (Anitra's parents in background.)

LEADERSHIP DEVELOPMENT

MARKETING VOLUNTEERING: THE 1986 NATIONAL CONFERENCE

The 1986 National VOLUNTEER Conference was the largest in history, with 1,050 volunteer leaders and managers attending the four-day event on the campus of Southern Methodist University in Dallas, Texas.

The participants included 124 Volunteer Centers, 142 corporations with employee volunteer programs and 170 Department of Defense volunteer coordinators from around the world. International participants came from five South American countries and from England.

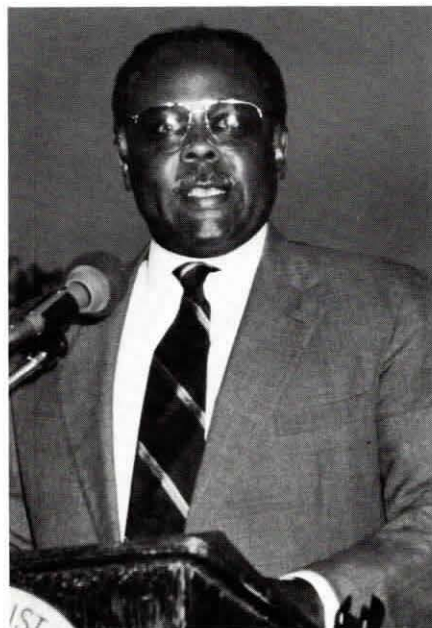
The theme of the conference, "Marketing Volunteering," reflected the growing awareness that volunteering must compete for attention with a whole host of other forces and demands in people's lives. Volunteering is something that people choose to make part of their lives. Thus, volunteer leaders must be prepared to help people make the choice by demonstrating the importance of volunteering both to their individual needs and to the community as a whole.

■ *What's Ahead . . .*

The 1987 National VOLUNTEER Conference will be held in Orlando, Florida, June 21-24. The conference will focus on the nation's highest priority problems—in basic human needs, health care, education, etc.—and on the skills and knowledge volunteer leaders and managers will need in order to mobilize volunteers to respond.



The program format stressed information exchange in all track sessions.



Columnist William Raspberry gives keynote address at plenary session on Volunteer Leadership Day.

WORKPLACE RELATIONS

NEW LEADERSHIP FOR EMPLOYEE VOLUNTEERING

The workplace is one of the fastest growing and most important sources of volunteers. In 1985, for example, over 600 major corporations sponsored structured activities to involve their workers in community service volunteering. More than 200 companies reported in VOLUNTEER's 1985 Workplace in the Community survey that almost 300,000 of their workers were active as volunteers.

VOLUNTEER has become the primary national resource organization working in support of those companies sponsoring employee volunteer programs. We have three primary objectives in that work:

1. To assist individual companies to create and sustain high quality employee volunteer efforts;
2. To strengthen the field of corporate volunteering through national efforts that increase the support such programs have; and
3. To be an effective advocate for the expansion of employee volunteering, including its spread to companies not now involved.

The year ending June 30, 1986, was particularly important in our Workplace Relations Program as we entered the final phase of our major Workplace in the Community Project and built a closer relationship with the National Council on Corporate Volunteerism. Here are the highlights:

■ The Workplace in the Community Project neared completion at year's end with the major product, our new book on employee volunteering, entering production. *A New Competitive Edge* was formally released in October 1986 to a very positive response in both the business community and the voluntary sector. The other products of the project will be released early in 1987.

■ We laid the groundwork for the consolidation of the National Council

on Corporate Volunteerism into VOLUNTEER, a step that became final in August 1986 by an overwhelming vote of the NCCV membership. Now, VOLUNTEER's services to individual corporations are strengthened by the oversight and input of the only national association of involved companies.

■ Staff handled information requests from approximately 230 companies. Over 580 additional companies were reached through training and speaking appearances by our staff. Major consultations included:

—Developing a training manual for 30 managers of Bradlees department stores who went on to launch the first of the company's 60 Community Involvement Teams;

—Assisting Atlantic Richfield, Union Carbide, Mellon Bank and American Can with their employee volunteer awards programs;

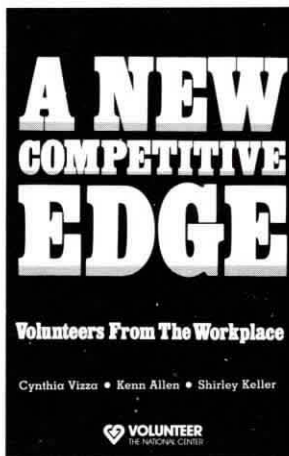
—Conducting training on current trends in corporate volunteering for 26 of McDonnell Douglas's national community affairs managers;

—Assisting IBM in the development of its employee volunteer programs.

■ An Exxon USA magazine article on corporate volunteering and on VOLUNTEER's work went to some 200,000 opinion leaders nationwide. Our work also was publicized in the *Wall Street Journal*, *New York Times* and *Christian Science Monitor*.

■ What's Ahead . . .

In the new year, we will be launching our new NCCV/VOLUNTEER corporate membership program; beginning our schools for new corporate volunteer administrators; and completing the final products from the Workplace in the Community Project.



SPECIAL PROJECTS

DEMONSTRATING NEW APPROACHES

VOLUNTEER sponsors and participates in special projects that demonstrate new, innovative ways to reach people not usually recruited as volunteers and that demonstrate the impact of volunteering on high priority problems. In the fiscal year ended June 30, 1986, there were four such projects underway: Volunteering and Unemployment, Physically Disabled Youth Involvement, Volunteers in Special Education and Operation Care and Share. Each is detailed below.

Volunteering and Unemployment

One of the most insidious results of involuntary unemployment is the erosion of an individual's self-esteem and confidence, without which one cannot remain a productive, involved person. The Volunteering and Unemployment Project was designed to test the impact volunteering might have on unemployed people.

With the support of the Charles Stewart Mott Foundation, the first demonstration site was in Akron, Ohio, in cooperation with the local Volunteer Center. The basic idea was to recruit unemployed people and to place them in volunteer jobs. The results far exceeded any expectations. Of the first 50 participants, over 60 percent found *paid* jobs.

Participants reported that it was their volunteering that made a critical difference in their search for paid work. Here are comments from some of them:

"Just because you are unemployed doesn't mean you don't care about community problems. This program helped me to show that to people."

"Through our volunteering we can show people that we can do something . . . that we are doing something."

"Participating in this program made me feel good about myself and when you feel good about yourself, you can do anything."

"My volunteer day is the one day a

week that I feel good about myself. I find out that I can do things, that I can put them into action."

"Unlike other programs, this one lets you take what you are interested in and pursue it. They respected my right to decide what I wanted to do."

Over and over, we heard the same message—that the program helps people remain productive and reinforces their self-esteem. Or, as one woman put it: "My mind had turned lethargic. I knew that I had used to do things but I didn't believe I still could."

The half dozen community agencies with some responsibility for job placement and employment programs in Akron and which served on the program's advisory council were equally enthusiastic about the program:

From the Private Industries Council: "The biggest problem we have is maintaining the motivation of the people we are working with. This program contributes to that by keeping people productive."

From the Urban League: "This can turn people around. The work experience they get is invaluable and helps to demonstrate that they can bring dedication to their work."

From the YWCA: "It's much easier to place people who are active, whether in paid jobs or volunteer work, than it is to place those who are inactive and appear not to be productive. This program helps us do that."

Can we prove that volunteering was the critical element that helped the first 32 get jobs? Of course not. There are simply too many influences in a person's life and, in the case of the unemployed, too many resources that they can draw on in their job search, to be able to isolate any single thing and say that it was *the* determinant. But the assessments by the professionals who do job placement day after day and by the people who are hurting suggest that it was a significant and unique resource for them to draw on and one that deserves to be maintained.

As a direct result of the Akron

USIA PROJECT



VOLUNTEER served as sponsor for a visit by 17 volunteer leaders from 14 countries under a grant from the United States Information Agency. Participants visited outstanding volunteer projects in a dozen American cities during their month-long tour. Here, Janet Atfield (left), Lorraine Tabane and Eglal Mohamed Hamdy receive "hands-on" volunteer experience in Las Vegas while helping the Gleaners sort food.

experience, the Mott Foundation approved a second grant to take the project into two new communities, Pittsburgh, Pennsylvania, and Flint, Michigan, where work began in the late summer of 1986. Also, the Firestone Foundation funded development of the project in Albany, Georgia, as part of its departure from that community and the closing of its plant there.

Physically Disabled Youth Involvement

In earlier projects, VOLUNTEER, with support of the W.K. Kellogg Foundation, has demonstrated the importance of volunteering by high school age students and the potential for volunteering by physically disabled youth. Our newest project, also funded by the Kellogg Foundation, is built on the premise that volunteering can be a significant part of an overall leadership development program for physically disabled high school students.

The project is being conducted in five Michigan communities—Detroit, Lansing, Kalamazoo, Grand Rapids and Saginaw—through partnerships between the local Volunteer Centers and the public schools. Over 400 students are involved in a mix of community service volunteer activities and internships with public and private employers. Working in the classroom and with adult mentors, participating students will be exposed to and have the opportunity to practice leadership skills as well as to apply the experience they gain from their volunteering to the rest of their lives.

In the second and third years of the project, a statewide program will be developed to make similar volunteer opportunities available to young people in other communities. Also, project staff will develop a complete curriculum for the work done in the schools about volunteering.

Volunteers in Special Education

The Volunteers in Special Education Project was a three-year effort, funded by the Office of Special Education and

Rehabilitative Services of the U.S. Department of Education, to demonstrate the potential benefits to disabled students and the educational system of having volunteers provide support to special education classes.

As a result of technical assistance and training by VOLUNTEER and the active leadership of Volunteer Centers, local programs were created in 35 communities around the nation. An estimated 1.2 million hours of volunteer service, worth over \$8.5 million to local schools, was generated in those communities.

Volunteers worked in employment training, direct classroom services, advocacy, program management and policy development, information and referral, public relations and transportation. Many of the programs also drew on the business community for volunteers, using this resource to recruit people with specialized skills and to take advantage of existing job training and placement networks.



Operation Care and Share

VOLUNTEER serves as the national chair for Operation Care and Share, a coalition of major voluntary organizations, fraternal benefit organizations and federal agencies, in cooperation with the White House Office of Private Sector Initiatives, to increase the support provided to local food programs. In the year ended June 30, 1986, a total of 33 "national partners" participated in the program. Over 17,000 program booklets and 85,000 posters were distributed through their networks to their local constituents. The distinctive new "Care and Share" logo gained wide acceptance as a means of identifying local efforts.

Kiwanis International sponsored a major media campaign to promote Operation Care and Share, including television and radio public service announcements. Also, Willard Scott of "The Today Show" served as honorary national chairman and did three segments on Care and Share on "Today."

Telephone interviews with a random sample of the some 500 report forms submitted to VOLUNTEER from local communities led to the following conclusions about the impact of the program:

Some 30 percent of the projects were new efforts directly stimulated by Operation Care and Share. This means at least 135 new local efforts were begun. More importantly, virtually all of them indicated their intention to continue their work for a second year.

Another 20 percent of those surveyed indicated that although they were not new efforts, their work was considerably improved because of Operation Care and Share. Local sponsors cited the following as contributions of the national effort: increased morale by being part of a national effort, greater visibility in the community through a national identity and better cooperation from other local agencies.

As a result of last year's work, Operation Care and Share has been expanded into a year-long effort. Major support in 1986-1987 is coming from the Knights of Columbus, which has developed and distributed new program materials, the Food Marketing Institute, Aid Association for Lutherans, Lutheran Brotherhood and Kiwanis International.

FINANCIAL STATEMENTS

MANAGEMENT'S INTRODUCTION

Although, as reflected in the auditors' report for the year ended June 30, 1986, VOLUNTEER operated with a deficit of revenue over expenses, we continued to make progress in stabilizing our overall finances.

There were several very positive aspects to our financial performance:

- We exceeded our revenue projections in several key areas—the National VOLUNTEER Conference, the sale of publications and materials, Volunteer Center memberships and subscriptions to *Voluntary Action Leadership*—by over \$50,000.

- Our ongoing programs were under budget on expenses by an aggregate of approximately \$14,000.

- We reduced our long-term debt by \$54,662, or 32%, with payments of \$25,000 on our debt-consolidation loan with the First American Bank of Washington, of \$20,000 to the Charles Stewart Mott Foundation on their program-related investment, and of \$9,662 to retire a bank loan for purchase of computer equipment. Of the remaining long-term debt of \$115,000, an additional payment of \$25,000 was made on the debt consolidation loan in July and the next annual payment to the Mott Foundation is due to be made in February 1987, a total planned reduction of long-term debt of 39% in FY87.

The loss of slightly over \$52,000 was primarily due to the following items: (1) extraordinary expenses for staff recruitment and moving expenses incurred in the last quarter due to the departure of two professionals from the staff; (2) an unanticipated loss on sale of equipment; (3) the carryover of approximately \$15,000 in expenses from the 1985 national conference that were not appropriately provided for in the previous fiscal year; (4) failure to meet our revenue goals with respect to the promotion and sale of our computer training curriculum (since discontinued) and our decision to delay until 1987 the new school for corporate volunteer administrators. Taken together, these items had an adverse impact of approximately \$90,000 on our performance for the year.

Kenn Allen
President

ARTHUR ANDERSEN & CO.

To the Board of Directors of VOLUNTEER—The National Center:

We have examined the balance sheets of VOLUNTEER—The National Center ("VOLUNTEER," a Colorado nonprofit corporation, formerly VOLUNTEER—The National Center for Citizen Involvement) as of June 30, 1986 and 1985 and the related statements of support, revenue and expenses and changes in fund balances, and changes in financial position for the years then ended. Our examinations were made in accordance with generally accepted auditing standards and, accordingly, included such tests of the accounting records and such other auditing procedures as we considered necessary in the circumstances.

In our opinion, the financial statements referred to above present fairly the financial position of VOLUNTEER as of June 30, 1986 and 1985 and the results of its operations and the changes in its financial position for the years then ended, in conformity with generally accepted accounting principles consistently applied during the period subsequent to the change made as of July 1, 1984, in the method of accounting for certain items of inventory discussed in Note 9.

Our examinations were made for the purpose of forming an opinion on the basic financial statements taken as a whole. The data contained in Schedule I are presented for purposes of additional analysis and are not a required part of the basic financial statements. This information has been subjected to the auditing procedures applied in our examinations of the basic financial statements and, in our opinion, is fairly stated in all material respects in relation to the basic financial statements taken as a whole.

Arthur Andersen & Co.
Washington, D.C.

August 22, 1986

VOLUNTEER—The National Center

BALANCE SHEETS AS OF JUNE 30, 1986 and 1985

ASSETS

	1986	1985
CURRENT ASSETS:		
Cash and cash equivalents	\$ 203,061	\$ 165,121
Receivables:		
Grants and contracts (Note 1)	34,419	14,323
Other	47,831	10,581
Publications inventory, at the lower of cost (FIFO) or market (Notes 1 & 9)	32,993	35,719
Prepaid expenses	17,680	8,381
Total current assets	335,984	234,125
FURNITURE AND EQUIPMENT , at cost, less accumulated depreciation of \$64,425 in 1986 and \$71,494 in 1985 (Notes 1 and 4)	77,950	61,622
OTHER ASSETS:		
Restricted endowment fund investments (Notes 1 and 2)	425,259	425,259
Other	3,157	2,013
Total other assets	428,416	427,272
Total assets	\$842,350	\$723,019

LIABILITIES AND FUND BALANCES (DEFICIT)

CURRENT LIABILITIES:		
Note payable to bank (Note 4)	\$100,000	\$ —
Current portion of notes payable (Note 4)	106,169	134,468
Accounts payable	249,503	187,801
Accrued liabilities (Note 5)	78,270	71,755
Deferred revenue (Note 1):		
Grants	119,041	88,229
Subscriptions, current portion	27,121	23,152
Associate service plans	19,527	13,304
Total current liabilities	699,631	518,709
DEFERRED REVENUE , subscriptions, net of current portion above (Note 1)	17,696	18,356
NOTES PAYABLE , net of current portion above (Note 4)	36,693	44,975
Total liabilities	754,020	582,040
FUND BALANCES (DEFICIT) (Notes 1 and 6):		
Unrestricted	(336,929)	(284,280)
Endowment	425,259	425,259
Total fund balances	88,330	140,979
Total liabilities and fund balances	\$ 842,350	\$723,019

The accompanying notes are an integral part of these balance sheets.

Notes to Financial Statements June 30, 1986 and 1985

(1) SIGNIFICANT ACCOUNTING POLICIES AND ORGANIZATION

Organization

VOLUNTEER—The National Center (National Center for Voluntary Action ("NCVA")) merged with the National Information Center on Volunteerism ("NICOV") to form VOLUNTEER—The National Center for Citizen Involvement in a transaction accounted for as a pooling of interests. Effective May 8, 1984, the name of the organization was changed to VOLUNTEER—The National Center with the approval of the Board of Directors. The purpose of VOLUNTEER is to serve charitable, educational and scientific purposes, with particular emphasis upon the development of the volunteer community and leadership thereof and the preservation and strengthening of the position of the voluntary sector in the community.

Basis of Reporting and Fund Accounting

The accompanying financial statements have been prepared on the accrual basis of accounting in accordance with generally accepted accounting principles.

VOLUNTEER maintains its books and records in accordance with fund accounting whereby resources restricted for specific uses by outside parties (such as grantors) are accounted for as restricted funds. Endowment funds represent funds that are subject to restrictions of gift instruments requiring that the principal remain intact for a certain number of years and the income only be used for operating purposes. All other resources which do not have legal restrictions imposed by outside parties are accounted for as unrestricted funds.

Investments

Investments are carried at the lower of aggregate cost (or, if contributed, at fair market value at the date of gift) or quoted market value. At June 30, 1986, the market value of Restricted and Endowment Fund investments was \$598,357 and the cost carrying amount was \$425,259.

Inventories

Inventories are priced at lower cost or market (see Note 9), with cost generally being determined on a first-in, first-out basis and market being based on the lower of replacement cost or estimated realizable value.

Furniture and Equipment

It is VOLUNTEER's policy to capitalize any item of furniture and equipment which can be expected to have a useful life longer than one year and which costs more than \$300. Depreciation expense is computed using the straight-line method based on the estimated useful lives of the assets (primarily ten years).

**STATEMENTS OF SUPPORT, REVENUE AND EXPENSES AND CHANGES IN FUND BALANCES
for the Years Ended June 30, 1986 and 1985**

	1986				1985			
	Unrestricted	Restricted	Endowment	Total	Unrestricted	Restricted	Endowment	Total
SUPPORT AND REVENUE (Note 1):								
Grants and contracts (Note 1)	\$ 14,236	\$ 496,052	\$ —	\$ 510,288	\$ 60,000	\$ 363,868	\$ —	\$ 423,868
Constituent Services:								
Distribution center	202,587	—	—	202,587	143,423	—	—	143,423
VAL magazine	54,137	—	—	54,137	67,053	—	—	67,053
Associate service plans	22,384	—	—	22,384	27,162	—	—	27,162
Membership	34,369	—	—	34,369	—	—	—	—
Other projects	—	—	—	—	—	54,426	—	54,426
Contributions (Note 3)	370,420	—	—	370,420	271,155	—	—	271,155
Leadership development	293,333	—	—	293,333	170,536	—	—	170,536
Public awareness/awards	—	132,391	—	132,391	—	126,360	—	126,360
Investment income	4,601	—	46,587	51,188	5,664	—	50,975	56,639
Miscellaneous	47,855	—	—	47,855	27,052	—	—	27,052
Total support and revenue	<u>1,043,922</u>	<u>628,443</u>	<u>46,587</u>	<u>1,718,952</u>	<u>772,045</u>	<u>544,654</u>	<u>50,975</u>	<u>1,367,674</u>
EXPENSES:								
Program services (Note 1):								
Special projects, primarily grants and contracts (Note 1)	10,979	553,339	—	564,318	—	363,750	—	363,750
Constituent services:								
Distribution center	187,848	—	—	187,848	166,099	—	—	166,099
VAL magazine	94,602	—	—	94,602	109,595	—	—	109,595
Associate service plans	108,718	—	—	108,718	113,902	—	—	113,902
Membership	92,729	—	—	92,729	—	—	—	—
Other projects	—	—	—	—	—	63,095	—	63,095
Marketing	48,041	—	—	48,041	—	—	—	—
Leadership development	247,119	—	—	247,119	162,914	—	—	162,914
Workplace relations	40,111	—	—	40,111	79,214	—	—	79,214
Public awareness/awards	—	144,728	—	144,728	—	143,833	—	143,833
Total program services	<u>830,147</u>	<u>698,067</u>	<u>—</u>	<u>1,528,214</u>	<u>631,724</u>	<u>570,678</u>	<u>—</u>	<u>1,202,402</u>
General and administrative (Note 8)	157,713	—	—	157,713	95,682	—	—	95,682
Fundraising	85,674	—	—	85,674	68,774	—	—	68,774
Total expenses	<u>1,073,534</u>	<u>698,067</u>	<u>—</u>	<u>1,771,601</u>	<u>796,180</u>	<u>570,678</u>	<u>—</u>	<u>1,366,858</u>
EXCESS (DEFICIENCY) OF SUPPORT AND REVENUE OVER EXPENSES BEFORE CAPITAL ADDITIONS AND THE CUMULATIVE EFFECT OF A CHANGE IN ACCOUNTING PRINCIPLE	\$ (29,612)	\$ (69,624)	\$ 46,587	\$ (52,649)	\$ (24,135)	\$ (26,024)	\$ 50,975	\$ 816
CAPITAL ADDITIONS:								
Net gain realized on investments	—	—	—	—	—	—	13,043	13,043
EXCESS (DEFICIENCY) OF SUPPORT AND REVENUE OVER EXPENSES AFTER CAPITAL ADDITIONS AND BEFORE THE CUMULATIVE EFFECT OF A CHANGE IN ACCOUNTING PRINCIPLE	(29,612)	(69,624)	46,587	(52,649)	(24,135)	(26,024)	64,018	13,859
CUMULATIVE EFFECT ON PRIOR YEARS (TO JUNE 30, 1984) OF CHANGE IN ACCOUNTING POLICY FOR CERTAIN INVENTORY ITEMS (Note 9)	—	—	—	—	15,463	—	—	15,463
EXCESS (DEFICIENCY) OF SUPPORT AND REVENUE OVER EXPENSES	(29,612)	(69,624)	46,587	(52,649)	(8,672)	(26,024)	64,018	29,322
FUND BALANCE (DEFICIT), beginning of year	(284,280)	—	425,259	140,979	(300,559)	—	412,216	111,657
INTERFUND TRANSFERS (Note 6)	(23,037)	69,624	(46,587)	—	24,951	26,024	(50,975)	—
FUND BALANCE (DEFICIT), end of year	<u>\$ (336,929)</u>	<u>\$ —</u>	<u>\$425,259</u>	<u>\$ 88,330</u>	<u>\$ (284,280)</u>	<u>\$ —</u>	<u>\$425,259</u>	<u>\$140,979</u>

The accompanying notes are an integral part of these statements.

STATEMENTS OF CHANGES IN FINANCIAL POSITION **for the Years Ended June 30, 1986 and 1985**

	1986	1985
SOURCES OF CASH:		
Operations:		
Excess of support and revenue over expenses	\$ (52,649)	\$ 29,322
Add - Items not requiring cash:		
Depreciation	10,438	9,887
Loss on equipment retirement	7,814	—
Increase (decrease) in cash due to working capital changes resulting from operations:		
Publications inventory and prepaid expenses	(6,573)	(33,687)
Accounts payable and accrued liabilities	68,217	82,230
Receivables	(57,346)	57,223
Deferred revenue, current portion	41,004	(53,256)
Note payable to bank	100,000	—
Total cash provided by operations	110,905	91,719
Deferred revenue, long-term portion	(660)	13,062
Proceeds from issuance of notes payable	18,750	50,000
Total sources of cash	128,995	154,781
USES OF CASH:		
Net furniture and equipment additions	34,580	1,376
Increase in restricted endowment fund investments	—	13,043
Repayment of notes payable	55,331	168,244
Increase (decrease) in other assets	1,144	2,013
Total uses of cash	91,055	184,676
INCREASE (DECREASE) IN CASH AND CASH EQUIVALENTS	37,940	(29,895)
CASH AND CASH EQUIVALENTS, beginning of year	165,121	195,016
CASH AND CASH EQUIVALENTS, end of year	\$203,061	\$165,121

The accompanying notes are an integral part of these statements.

Schedule I

SCHEDULE OF EXPENSES BY TYPE **for the Years Ended June 30, 1986 and 1985**

	1986	1985
Salaries, wages and employee benefits (Note 5)	\$ 584,138	\$ 579,764
Printing and postage	234,301	185,797
Travel	213,758	92,349
Other	157,611	30,218
Professional fees	115,817	90,151
Conferences and meetings	96,543	111,847
Distribution center cost of sales	98,756	52,004
Rent	74,547	72,291
Grant subcontract expense	50,000	12,500
Telephone	41,629	31,935
Interest and penalties	41,569	30,089
Supplies	19,616	18,904
Board member expense	11,237	14,504
Depreciation	10,438	9,887
Rental and maintenance of equipment	9,861	12,414
Computer service	6,503	12,033
Insurance	4,015	7,129
Dues, fees and subscriptions	1,262	3,042
	\$1,771,601	\$1,366,858

NOTES

Grant and Contract Revenue

Revenue from restricted grants and contracts is recognized to the extent that expenses have been incurred which satisfy the specified restrictions of the donor. When eligible expenses exceed grant or contract payments for cost-reimbursable grants, a receivable is recorded. When restricted grant or contract advances exceed eligible expenses, deferred revenue is recorded.

Contributions Revenue

Revenue from contributions is recognized when received.

Subscription and Associate Service Plan Revenue

Revenue from subscriptions to *Voluntary Action Leadership* ("VAL") magazine and Associate Service Plans are recorded as deferred revenue and recognized over the subscription period or Associate Service Plan year. Subscription terms range from one to three years.

Program Services

Program services presented in the accompanying financial statements represent the direct and allocated overhead expenses associated with performing VOLUNTEER's basic purposes. Services are provided in the following areas:

Special Projects, primarily grants—Providing services that typically involve one- to three-year projects, concerned with special sectors of the volunteer community. Funding for such projects is generally obtained from restricted funds as a result of a grantor accepting a proposal made by VOLUNTEER.

Constituent Services—Consisting of three primary service areas to VOLUNTEER's support groups: the distribution center, VAL magazine and the Associate Service Plans. The distribution center is responsible for publishing and distributing books, pamphlets and other materials to promote the goals of VOLUNTEER. VAL is a quarterly magazine published by VOLUNTEER, which contains articles on volunteer projects and general information on volunteerism and voluntary organizations. The Associate Service Plans provide voluntary organizations with a range of other services, such as preferential rates on publications and the National Conference sponsored by VOLUNTEER, access to VOLUNTEER's resource library and quarterly newsletters published by VOLUNTEER, in addition to a one-year subscription to VAL. Constituent services: Other projects include one-time, short-term projects funded by grant monies.

Leadership Development—Sponsoring the National Conference workshop in voluntary organizations and providing on-site training to voluntary organizations by VOLUNTEER staff and consultants.

Workplace Relations—Assisting in the development of corporate volunteer programs whereby corporations encourage their employees to donate their time to the communities;

VOLUNTEER helps community organizations access these types of corporate services.

Public Awareness/Awards—Coordinating with public- and private-sector groups advocating volunteerism, monitoring state and national legislation that affects volunteers and nonprofit organizations, and sponsoring National Volunteer Week. Additionally, VOLUNTEER sponsors, and seeks grants for, the President's Volunteer Action Awards, which recognize outstanding volunteers in the community for their services.

Prior-Year Financial Statements

Certain fiscal year 1985 balances have been reclassified for comparability with fiscal year 1986 balances.

(2) ENDOWMENT FUND

In fiscal year 1982, VOLUNTEER received a contribution of stock for the purpose of establishing an endowment fund. The contributor, who is also a member of the board of directors, had requested that the shares of stock remain intact for a period of 20 years as a special endowment from which the income earned was to be used by VOLUNTEER in carrying on its programs. Since 1982 certain shares of stock have been sold with the permission of the donor. The proceeds of these sales have been reinvested in various securities. All income earned on endowment fund investments is unrestricted and, accordingly, is transferred to the Unrestricted Fund as described in Note 6.

(3) RELATED-PARTY TRANSACTIONS

In fiscal years 1986 and 1985, VOLUNTEER received contributions and grants from donor corporations having representatives on VOLUNTEER's board of directors. Amounts received totaled approximately \$90,500 and \$128,000 during the years ended June 30, 1986 and 1985, respectively. In addition, personal contributions from board members totaled \$10,820 and \$11,530 for the years ended June 30, 1986 and 1985, respectively.

(4) NOTES PAYABLE

At June 30, 1986 and 1985, notes payable by VOLUNTEER consisted of the following:

	1986	1985
Loan from a private foundation, noninterest bearing, unsecured, due in annual installments of \$20,000 through January 1988.	\$ 40,000	\$ 60,000
Note payable to a bank, prime plus 1/2%, due in monthly installments of \$1,500 through November 1985.	—	9,662
Note payable to a bank, at prime, due June 1987, collateralized by U.S. Treasury notes.	75,000	100,000
Installment loan payable to an equipment vendor, at 15%, due in monthly installments, through September 1988, collateralized by telephone equipment.	9,112	9,781
Equipment loan payable to a bank, at prime plus 1%, due in monthly installments, through November 1988, collateralized by word processors.	18,750	—
Less - Current portion	142,862 (106,169)	179,443 (134,468)
	<u>\$ 36,693</u>	<u>\$ 44,975</u>

The Company has an available line of credit with a bank for \$100,000, with interest payable at prime plus 1/2%, which expires in September 1986. As of June 30, 1986, VOLUNTEER had outstanding borrowings of \$100,000.

(5) ANNUITY PLANS

Employee benefit expenses on Schedule I include approximately \$29,750 and \$26,931 in 1986 and 1985, respectively, for annuity plans to provide employees with retirement benefits. Under the plans, VOLUNTEER contributes, on the basis of length of service, 5% to 7% of the salaries of all qualified employees. All permanent employees with more than one year of service are qualified to participate in the plans. There are no past service costs associated with the plans, and participants have immediate vesting for all contributions made on their behalf.

At June 30, 1986 and 1985, respectively, \$8,173 and \$22,499 of VOLUNTEER contributions had not been paid and were included in accrued liabilities in the accompanying balance sheets.

(6) INTERFUND TRANSFERS AND BORROWINGS

Expenses incurred in excess of the total amount of restricted grants and contracts in the Restricted Fund are funded by transfers from the Unrestricted Fund. Additionally, investment income generated from the Endowment Fund is transferred to the Unrestricted Fund. Funds from restricted sources are periodically borrowed or used as collateral to finance general operations. These borrowings are repaid as funds become available.

(7) TAX STATUS

VOLUNTEER is exempt from Federal income taxes under Section 501(c)(3) of the Internal Revenue Code. Additionally, the Internal Revenue Service has determined that VOLUNTEER is not a "private foundation" as defined by the Code.

(8) LEASE

In June 1986, VOLUNTEER signed a lease agreement to rent office space in Arlington, Virginia. This operating lease expires in August 1989. The lease is subject to adjustment for increases in the Consumer Price Index ("CPI"). Future minimum payments under this lease are as follows:

Year Ending	
June 30,	
1987	\$105,976
1988	\$112,500
1989	\$112,500
1990	\$ 18,750
Total minimum payments required: \$349,726	

(9) CHANGE IN ACCOUNTING POLICY FOR CERTAIN INVENTORY ITEMS

Prior to fiscal year 1985, VOLUNTEER expensed certain recognition items as purchased. On July 1, 1984, VOLUNTEER began recording these recognition items as inventory on the balance sheet, and expensing these items as they are sold. The effect of this change in fiscal year 1985 was to increase the excess of support and revenue over expenses before capital additions by \$996. The cumulative effect on prior years of this change in accounting policy totaling \$15,463 has been reflected in the fiscal year 1985 Statement of Support, Revenue and Expenses and Changes in Fund Balances.

VOLUNTEER CENTER ASSOCIATE MEMBERS

ALABAMA

Anniston
Decatur
Fairhope
Huntsville
Mobile
Montgomery

ALASKA

Anchorage

ARIZONA

Phoenix
Tucson

CALIFORNIA

Bakersfield
Fairfield
Fresno
Fullerton
Grass Valley
La Mirada
Lakeport
Los Angeles
Midway City
Monterey
Napa
Oakland
Pasadena
Pleasant Hill
Pleasanton
Pomona
Riverside
Sacramento
Salinas
San Francisco
San Jose
San Mateo
San Rafael
Santa Ana
Santa Cruz
Santa Rosa
So. Lake Tahoe
Torrance
Tulare
Victorville
Visalia
Whittier

COLORADO

Boulder
Denver
Greeley
Littleton

CONNECTICUT

Danbury
Hartford
New Haven
Norwalk
Norwich
Stamford

DELAWARE

Dover

DISTRICT OF COLUMBIA

FLORIDA

Daytona Beach
Fort Lauderdale
Fort Myers
Gainesville
Jacksonville
Miami
Ocala
Orlando
Pensacola
Sarasota
St. Petersburg
Tallahassee
Tampa
West Palm Beach

GEORGIA

Albany
Atlanta
Augusta
Dalton
Macon
Savannah
Thomasville

HAWAII

Honolulu

IDAHO

Lewiston

ILLINOIS

Arlington Heights
Chicago
DeKalb
Moline
Urbana
Wheaton

INDIANA

Bloomington
Columbus
Evansville
Goshen

Griffith

Indianapolis
Kokomo
South Bend
Terre Haute

IOWA

Ames
Council Bluffs
Des Moines
Muscatine

KANSAS

Kansas City
Mission
Topeka
Wichita

KENTUCKY

Frankfort
Lexington
Owensboro

LOUISIANA

Baton Rouge
Lafayette
Monroe
New Orleans
Shreveport

MAINE

Portland

MARYLAND

Frederick
Riverdale
Rockville

MASSACHUSETTS

Boston
Harwich
Northampton
Taunton
Worcester

MICHIGAN

Battle Creek
Bay City
Detroit
Flint
Grand Rapids
Kalamazoo
Lansing
Midland
Niles
Saginaw

MINNESOTA

Duluth
Minneapolis
St. Cloud
St. Paul
Stillwater

MISSISSIPPI

Jackson
Pascagoula

MISSOURI

Columbia
Independence
Kansas City
St. Louis

MONTANA

Great Falls

NEBRASKA

Omaha
Scottsbluff

NEVADA

Las Vegas

NEW HAMPSHIRE

Keene
Manchester

NEW JERSEY

Hackensack
Morristown
New Brunswick
Red Bank
Somerville
Trenton

NEW MEXICO

Albuquerque
Santa Fe

NEW YORK

Albany
Binghamton
Buffalo
Garden City
Glenn Falls
New York
Rochester
Rome
Schenectady
Syracuse
Troy
Utica
White Plains

NORTH CAROLINA

Bolivia
Charlotte
Durham
Greensboro
Raleigh
Winston-Salem

NORTH DAKOTA

Bismarck
Grand Forks

OHIO

Akron
Canton
Cincinnati
Cleveland
Columbus
Dayton
Medina
Sandusky
Springfield
Toledo

OKLAHOMA

Lawton
Oklahoma City
Tulsa

OREGON

Eugene
Portland

PENNSYLVANIA

Bethlehem
Erie
Harrisburg
Lancaster
Philadelphia
Pittsburgh
Scranton
State College
Wilkes-Barre
York

RHODE ISLAND

Providence

SOUTH CAROLINA

Aiken
Columbia
Greenville
Sumter

SOUTH DAKOTA

Sioux Falls
Yankton

TENNESSEE

Chattanooga
Johnson City
Kingsport
Knoxville
Memphis
Nashville

TEXAS

Abilene
Amarillo
Austin
Corpus Christi
Dallas
El Paso
Fort Worth
Gainesville
Houston
Longview
Odessa
Plano
Texarkana
Victoria
Waco

UTAH

Logan
Ogden
Provo
Salt Lake City

VIRGINIA

Alexandria
Blacksburg
Charlottesville
Fairfax
Hampton
Lynchburg
Norfolk
Richmond
Roanoke

WASHINGTON

Bellingham
Chehalis
Everett
Kennewick
Mt. Vernon
Olympia
Renton
Seattle
Tacoma
Vancouver

WISCONSIN

Beloit
Green Bay
Janesville
Madison
Milwaukee
Wausau

WYOMING

Cheyenne
Laramie

CANADA

Calgary, Alberta
Vancouver, BC

