

Helping a Million Donors Choose: Online Search in the CFC



A Report in a Series on the Combined Federal Campaign

A MILLION DONORS CHOOSE

WORKPLACE GIVING ALLIANCE

May 2013

Workplace Giving Alliance
125 Washington Street, Suite 201
Salem, MA 01970

Helping a Million Donors Choose: Online Search in the CFC

This report was researched and written by the staff of the Workplace Giving Alliance*, whose opinions are expressed herein.

May 2013

* The Workplace Giving Alliance is a trade-name for Human & Civil Rights Organizations of America, Inc. The Alliance includes 12 federations that share administrative staff to provide services to over 500 not-for-profit organizations in the Combined Federal Campaign and in state and municipal fundraising campaigns.

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A Million Donors Choose: Results of the Combined Federal Campaign 2009, 2010, & 2011 – July 2012

Federation Fees – January 2013

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Partners for a Better World, Inc.
Peace and Reconciliation Charities, Inc.
Village by Village, Inc. (DBA: Build a Better World)

A Word of Thanks

A number of volunteers have helped us with this project. Our special thanks go to Jeffrey Federico and Mark Lyons, WGA federation board members, and to Charles Turner.

May 20, 2013

Dear Colleague:

We release this report at a time of major change for the Combined Federal Campaign. The Office of Personnel Management has proposed new regulations to govern the CFC, and understandably many of us are spending much time digesting what the government has suggested and offering our comments.

Whatever form the final regulations take, the CFC is clearly entering a new phase of its life reflecting the advent of the digital age. One key element of this new world is online search. As we say in our report: If the CFC gets this right, much else will go well. But, if the CFC handles online search poorly, the campaign and those who benefit from the generosity of federal employees will suffer.

We identify ways that the CFC can strengthen its use of online search, but we do not claim to have all the answers. Our object is to create a dialogue about search within the CFC community. Our hope is that all of us can design a system that will engage and serve donors and lay the groundwork for years of growth within the campaign.

We look forward to your ideas.

Sincerely,

A handwritten signature in black ink, appearing to read 'Marshall Strauss', with a long horizontal flourish extending to the right.

Marshall Strauss
CEO, Workplace Giving Alliance

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Executive Summary

The Combined Federal Campaign is going digital. Online pledging has clearly arrived, with many donors now using such systems.

The government strongly supports this move toward a Web-based CFC. Indeed, in draft regulations released in April 2013, OPM proposed the end of the print directory.

If the CFC is to succeed in this brave new digital world, the program will need to substantially improve a key element of its operation: online search. Handled well, online search can help the CFC flourish. Implemented poorly, it may seriously undercut the campaign.

Earlier this year we surveyed the websites of the top 30 administrative zones of the CFC. The search tools we tested varied widely in their effectiveness, and this report discusses a number of ways that many current search tools fall short of common performance expectations.

This report also explores two approaches to online search widely used in both the commercial and not-for-profit worlds: *faceted search* and *keyword search*. Faceted search relies on categories that enable website visitors to navigate rapidly through a large body of data, narrowing their focus until they reach their desired object. Keyword search allows visitors to find objects based on terms, or *tags*, assigned to those objects. We believe either approach could complement or even replace the search functions that the CFC has implemented so far.

For half a century, the CFC has used a print directory to provide users with their donation choices. Over time, CFC administrators developed ways to ensure equity among the participating charities – in effect ensuring that no charity has a continuing unfair advantage over others. Now as the CFC moves into the digital world, maintaining that equity presents added challenges. For example, new systems must make sure that no charity is “overlooked” because a search tool fails to find it. Like all other aspects of the CFC, search systems will need to be designed transparently so that stakeholders understand the rules.

We believe that the performance of online search can make or break the credibility of the campaign. Donors are unlikely to view the CFC as an attractive giving method if the tools available to find charities are clumsy and non-intuitive.

Our report ends with a challenge: We invite everyone to visit CFC websites this summer and fall and test the campaign’s search tools. Together, we can develop an online search system that serves donors and charities alike, and takes advantage of the opportunities offered by the digital age.

Chapter One: The Current CFC System

Search is not new to the Combined Federal Campaign. For many years, CFC donors have been searching for charities using a well established medium with which we are all familiar: print. Put less pretentiously, donors have been flipping through a paper directory.

In recent years, the picture has become more complex as donors have also been able to use CFC websites to look for charities to support. The paper directory still has the upper hand, but federal employees are shifting rapidly to the online world.

In this report, we describe how online search tools are now being used in the CFC, and we recommend ways they can be more effectively employed. But to understand these newer tools, we believe it important to also understand the “legacy” system. So we start there, focusing briefly on the system that has been in place for decades.

Our review of the current system actually begins with the campaign’s local administrators since they publish both the print directory and website for each zone of the campaign. Once we have set our context, we touch upon changes that the government is proposing to this system. They are changes that will very much shape how future CFC donors will find charities they wish to support.

Local Administration within the CFC

The Combined Federal Campaign is administered across the country in geographically defined zones. Over the years, the government has been urging zones to merge, but there are still about 180 of them.

Government regulation assigns the day-to-day responsibility of running the CFC to community-based organizations called Principal Combined Fund Organizations (PCFO). Some PCFOs manage extensive portions of the country involving more than one state while others manage more densely populated areas that cover less geography within a single state. A PCFO is also assigned to run the CFC overseas, reaching the many government employees who are working abroad, in particular the military.

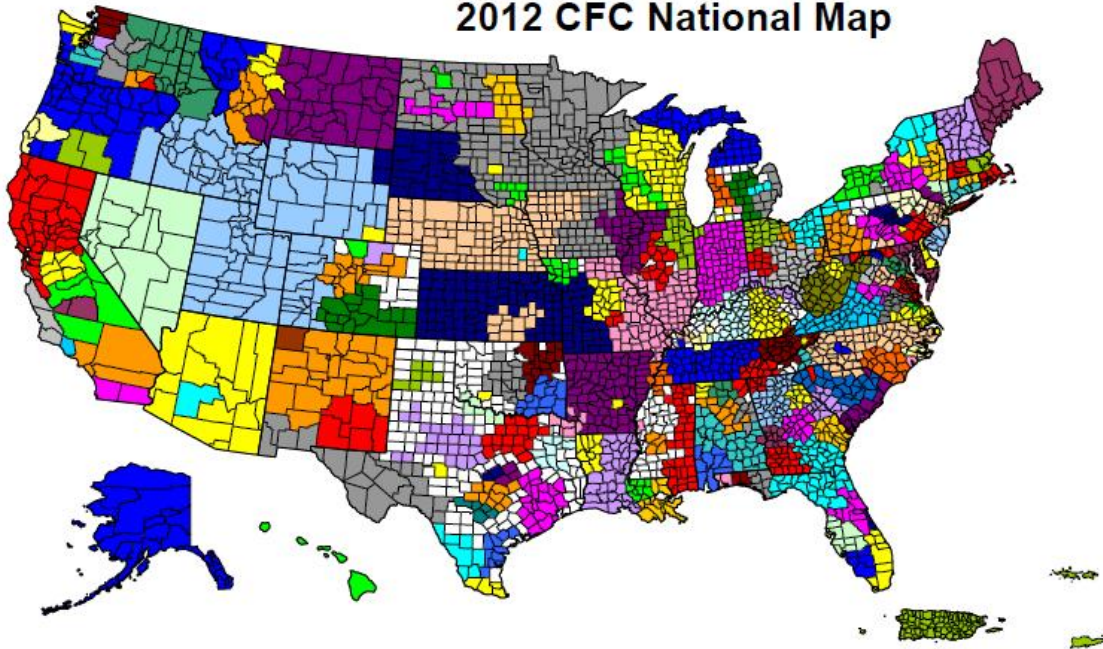
By regulation, the PCFO must be a 501(c)(3) tax-exempt organization and must be audited annually and governed by a board of directors. Local federal volunteers oversee the PCFO in each zone of the CFC.

The PCFO zone system is central to how donors search for charities. Each PCFO publishes a printed directory which includes all of the national and international groups participating in the CFC that year – and the local charities eligible in that specific zone. We discuss these print directories in a moment.

As noted above, PCFOs also manage individual websites, which usually include a search function. We discuss how widely these search functions vary in chapter 3.

Below is OPM’s map of PCFOs for the 2012 CFC.

2012 CFC National Map



The Current System: Print and Websites

Each year, about four million employees are invited to participate in the CFC. In the fall of 2012, about 850,000 employees did so.

In each zone of the CFC, as noted, federal employees receive a printed directory that lists every eligible national and international organization plus the many local groups that have qualified in their local community. The size of the directory varies, reflecting the number of local groups, but the “book” commonly runs to more than 100 pages.

Pledge cards are distributed to employees who are advised that they each can pick one or more charities from the list of qualified organizations and pledge to each one. Federal donors may make a one-time cash donation, but most employees authorize their payroll office to withhold a fixed amount each paycheck.

A key aspect of the print system is that no charity be favored year after year by virtue of its position in the book. The directory’s long list of eligible charities is broken into three sections: national, international and local. To minimize any potential visibility advantage, the CFC rotates the three sections each campaign year. So, if international groups are first in one year, the next year they fall to the middle of the directory, and then fall to the back of the book the year after that.

Within each section of the book, the order of the national and international federations is also randomized every year. Some charities, of course, elect not to affiliate with a national or international federation. The international *Independent* charities are treated collectively as one more “federation” for purposes of the annual randomization in the directory. The same is true for national Independent charities.

We focus on the directory because, as we will discuss later, even a print system allows for search. And, how that search has been handled becomes the backdrop for any online system that might come.

Below are images from CFC charity directories – the legacy search system.

A table of contents



**2012
Arizona
Combined
Federal
Campaign**

330 N. Commerce Park Loop, Ste 200
Tucson, Arizona 85745
520-903-9000 | ext. 255 or 235

www.cfcaz.org

*Information about the
CFC is also available at
the local CFC website
shown above.*

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A page from a directory.

- 12627 National Fish & Wildlife Foundation** (202)657-0166 www.nfwf.org EIN#521384139 Established by Congress, NFWF is the leader in directing federal dollars to protect wildlife and natural resources while raising private capital to leverage those investments. 5.9% C,D
- 12653 National Forest Foundation** (408)542-2805 www.nationalforest.org EIN#531786332 Improving the health, productivity, and diversity of our national forests and grasslands through wildlife habitat conservation, watershed restoration, recreational enhancements and community-based forest stewardship programs. 5.4% C,S
- 12669 National Parks Conservation Association** (800) 638-7275 www.nppca.org EIN#530225165 Preserve national parks from the Grand Canyon to Gettysburg; protects endangered wildlife and cultural sites, promotes new parks; defends against pollution, inappropriate development and overcrowding. 30.8% C,D
- 18622 National Wildlife Federation** (800)332-4949 www.nwf.org EIN#530294816 America's conservation organization dedicated to protecting endangered species and habitats for our children's future and connecting people with nature through education and action opportunities. 20.6% C,D,O
- 10623 Natural Resources Defense Council** (212)727-2700 www.nrdc.org EIN#12354928 NRD's defend and embolden wilderness, rivers, clean air, oceans and wildlife across America and around the globe. Saved Sable whales, Canada's Sport bears, and California's sequoias. 14.8% C,D,Z
- 10643 Nature Conservancy** The (703)841-5300 www.nature.org EIN#530342652 Buy and protect land to save our world's rare plants and animals from extinction. Over 119 million acres protected - rainforests, prairies, wetlands, mountains, beaches. 21.3% C
- 11436 Ocean Conservancy** (800)245-1541 www.oceanconservancy.org EIN#27245182 Through research, education and science-based advocacy, Ocean Conservancy informs, inspires and empowers people to speak and act on behalf of the oceans. 25.3% C,D,S
- 18461 Oceana, Inc.** (202)833-3900 www.oceana.org EIN#510401308 Works internationally to protect marine wildlife and human health through programs to end pollution and destructive fishing practices, and to ensure vibrant, healthy oceans. 17.9% C,D,O
- 10639 Peregrine Fund, The** (800)377-3716 www.peregrinefund.org EIN#31999793 Saves eagles, condors, falcons, and other endangered birds through research, breeding, and conservation programs. Helps preserve rainforests. Educates children and adults about nature and science. 12.8% C,D,B
- 11437 Pesticide Action Network North America** (Pesticide Action Network North America Regional Center) (415)981-7171 www.panusa.org EIN#49484866 Working to eliminate poisonous pesticides. Links consumer, labor, health, environment and agriculture groups internationally to advance safer, ecologically sound pest control alternatives. 12.4% K,C,R
- 10646 Physicians for Social Responsibility** (202)697-4310 www.psor.org EIN#3789731 Guided by the values and expertise of medicine and public health, PSR works to protect human life from the gravest threats to health and survival. 16.2% C,M,O
- 10641 Rails-to-Trails Conservancy** (866)202-9788 www.rails-to-trails.org EIN#52143796 Converts thousands of miles of unused railroad corridors into public trails for walking, bicycling, hiking, skating, horseback riding, cross-country skiing, wildlife habitats, and nature appreciation. 23.9% C,N,S
- 11353 Rainforest Alliance** (888)MYEARTH www.rainforest-alliance.org EIN#33377893 Works to conserve biodiversity and ensure sustainable livelihoods by transforming land-use practices, business practices and consumer behavior. 5.3% C,S,R
- 12070 Restore America's Estuaries** (703)524-0268 www.estuaries.org EIN#51983304 Works to preserve the nation's network of estuaries by protecting and restoring the lands and waters essential to the richness and diversity of coastal life. 6.3% C,S,B
- 10407 River Network** (800)241-3506 www.rivernetwork.org EIN#00809270 Provide state, regional and local partner organizations throughout the US with technical training, direct consultation, publications, election monitoring and events (annual National River Rally). 28.0% C,S,W
- 11438 Rocky Mountain Institute** (970)927-3851 www.rmi.org EIN#74244146 Provide the efficient and restorative use of resources to create a world thriving, verdant, and secure, for all, forever. 25.3% U,V,W
- 11439 Scenic America** (202)638-0550 www.scenic.org EIN#232189186 Safeguard America's natural beauty and community character by fighting billboard blight, reducing visual intrusions, protecting open space, and preserving the scenic character of public lands. 23.8% C,S,W
- 12871 Sierra Club Foundation, The** (800)216-2110 www.sierraclub.org EIN#49090806 Fights to preserve wilderness and protect environmental quality worldwide through a powerful combination of education, scientific research, publishing and litigation. 12.3% C,R,W
- 11343 Student Conservation Association** (800)543-1700 www.theSCA.org EIN#91080684 The only national organization building new generations of conservation leaders by engaging college and high school-age individuals in hands-on service to parks, forests and communities. 15.5% C,K,O
- 10642 Surfrider Foundation** (800)743-6URF www.surfrider.org EIN#63841826 Protects and preserves the world's oceans, waves and beaches through conservation, activism, research and education. Activities include: water quality monitoring, environmental education and grassroots activism. 20.5% C,S,T
- 11000 Sustainable Harvest International** (207)699-0254 www.sustainableharvest.org EIN#532923169 Provides farming families in Central America with the training and tools to restore our planet's tropical forests while overcoming poverty. 21.8% C,K,S
- 11440 Trust for Public Land, The** (800)714-LAND www.tpl.org EIN#27222293 The Trust for Public Land conserves land for people to enjoy as parks, gardens, and other natural places, ensuring healthy communities for generations to come. 13.3% C,S
- 10637 Union of Concerned Scientists** (800)666-8276 www.ucsusa.org EIN#42536787 Scientists and citizens working in coalition to reduce air pollution and global warming, protect biodiversity, prevent nuclear proliferation, and ensure a sustainable, safe food system. 13.0% C,D,O
- 10406 Wild Foundation** (International Wilderness Leadership Foundation) (303)942-8131 www.wild.org EIN#237385749 Protecting wilderness and wildlife internationally while helping communities participate in and benefit from wild nature through on-the-ground field projects, policy and research and communications. 8.9% C,D,S
- 10638 Wilderness Society, The** (800)THE-WILD www.wilderness.org EIN#530167503 Works to protect special wilderness from development so that future generations will have the opportunity to enjoy America's natural heritage. 20.5% C,D,W
- 10689 Wildlife Conservation Society** (718)741-1647 www.wcs.org EIN#131740011 Saves endangered species and threatened ecosystems in 60 countries; teaches ecology and inspires care for wildlife through the Bronx Zoo, and national science education programs. 18.3% C,D,O
- 94456 World Resources Institute** (202)729-7800 www.wri.org EIN#521257057 A global environmental think tank providing independent research, policy analysis, and on-the-ground solutions to protect Earth's environment and its people. 16.7% C,U,S
- 12072 World Wildlife Fund** (202)958-4800 www.worldwildlife.org EIN#521693387 Multinational conservation organization working worldwide to combat climate change, save endangered animals, protect wild habitats, and transform market forces to act in harmony with nature. 27.0% C,D
- 18360 Xerces Society Inc.** (503)232-6639 www.xerces.org EIN#51073233 Protects wildlife through the conservation of invertebrates and their habitat. We use applied research, education and advocacy to safeguard these vital species. 6.3% C

Aging and Disabilities Charities of America Federation and Member Organizations

- 12555 Aging and Disabilities Charities of America** (978) 712-4122 www.aging-disabilities.org EIN#2053000 189 The elderly and disabled are among our most vulnerable. Help support organizations that protect our loved ones and enrich their lives. 5.3% E,P,G
- 35499 Affordable Housing for All (RHF Foundation)** (562)257-5100 www.rhf.org EIN#912145934 Many economically disadvantaged persons make desperate choices between paying rent and purchasing food or medications. We provide safe, decent, secure, affordable housing for those in-need. 0.4% L,P,W
- 12344 American School for the Deaf** (860)570-2300 www.asd-1817.org EIN#060667600 Provides deaf and hard of hearing children, youth, adults, and their families/caregivers with educational and support services on campus and through outreach activities. 10.6% B,P,J
- 98614 Associated Services for the Blind, Inc.** (215)627-0900 www.asb.org EIN#231370508 ASB promotes self-esteem, independence, and self-determination among people who are blind or visually impaired through its programs and services and community action. 32.5% P,E,F
- 11118 Braille Institute of America** (323)906-3108 www.brailleinstitute.org EIN#561841406 Independent nonprofit organization whose mission is to eliminate barriers to a fulfilling life caused by blindness and severe sight loss. All services are free. 15.7% B,E,P
- 25435 Braille Press, National** (617)266-6160 www.nbp.org EIN#402104740 Only 2.0% of blind children learn to read and write. Help promote early braille literacy and produce braille books for blind residents of all ages. 36.8% P,U,W
- 38927 Carroll Center for the Blind** (800)953-3131 www.carroll.org EIN#42108173 Provide blind/visually impaired children and adults the skills to live an independent, self-sufficient life through education, rehabilitation, career, computer/IT training, etc. 15.1% P,E,E
- 44428 Center for Children, New England** (508)481-1015 www.NEC.org EIN#42708762 Autism, the fastest-growing developmental disability, occurs in 1 out of every 110 births. We educate children with autism helping them live to their potential. 10.5% B,G,P
- 40454 Disability Rights Advocates** (516)953-8644 www.dralegal.org EIN#43198313 Advances rights of people with disabilities through legal representation in high-impact advocacy that results in significant improvements in healthcare, education, employment, transportation and recreation. 5.7% R,W,E
- 11944 Disability Rights Education and Defense Fund, Inc.** (610)44-2555 www.dred.org EIN#42829758 DREDF uses education, legal advocacy, policy change and the media to fight prejudice and discrimination against children and adults with disabilities. 16.3% R,W,S
- 12355 Elderhostel** (877)426-7788 www.roadscholar.org EIN#42633283 The world's leading not-for-profit adult educational travel organization. Support Elderhostel's mission to empower America's aging population through life-changing, intellectually engaging Road Scholar programs. 4.9% A,B,W
- 30339 Fighting Blindness (FBT America Inc)** (516)318-7698 www.fightingblindness.org EIN#4330070 824 is the cost of a cataract procedure. We're bringing that right-rental care to the millions of blind and visually-impaired Americans who cannot afford treatment. 32.5% E,T,P
- 61020 Help the Helpless** (800)782-4867 www.helpthehelpless.org EIN#411878721 We provide care, education, and love to abandoned, handicapped, deaf, and poor children at St. Mary's School and Orphanage thus breaking the cycle of poverty. 4.3% L,S,X
- 12282 Help the World See** (905)935-6005 www.helptheworldsee.org EIN#80156202 We establish, train and support sustainable overseas optometrists, providing continuing, affordable, local vision care for the poor. Many thousands more are needy! 79.5% E,P,G

Aging and Disabilities Charities of America Federation and Member Organizations

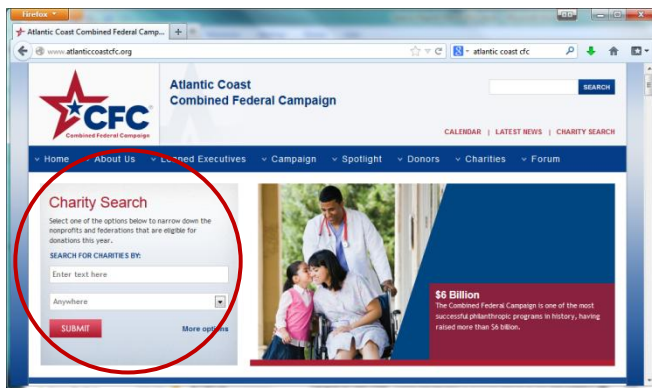
- 12555 Aging and Disabilities Charities of America** (978) 712-4122 www.aging-disabilities.org EIN#2053000 189 The elderly and disabled are among our most vulnerable. Help support organizations that protect our loved ones and enrich their lives. 5.3% E,P,G
- 35499 Affordable Housing for All (RHF Foundation)** (562)257-5100 www.rhf.org EIN#912145934 Many economically disadvantaged persons make desperate choices between paying rent and purchasing food or medications. We provide safe, decent, secure, affordable housing for those in-need. 0.4% L,P,W
- 12344 American School for the Deaf** (860)570-2300 www.asd-1817.org EIN#060667600 Provides deaf and hard of hearing children, youth, adults, and their families/caregivers with educational and support services on campus and through outreach activities. 10.6% B,P,J

Chesapeake Bay – Prominent homepage search link



In recent years, the list of eligible organizations has been published on CFC websites as well as in print. On these sites, employees are invited to search for charities of interest and to make their pledges online if their local zone has an online giving system. More donors use these online tools every year. What we don't know is the degree to which donors have been "splitting" their media – such as using the traditional print directory to find charities and the online sites to pledge.

Atlantic Coast – Search box on homepage



On the left are images that show invitations to search the charity list on various CFC websites. We discuss the websites and their use of search more substantially later in this report.

NorCal – No apparent search links, though both Employee Express and CFC Nexus include a search function



About Employee Express and CFC Nexus. Employee Express (EEX) is an online system that allows employees in certain government agencies to manage various payroll and benefits options. Employees who use EEX can pledge to the CFC through it, and we understand there is a way to search for charities through EEX. We were unable to access EEX because it requires log-in. However, by design, it can never be the most accessible search option on a CFC website because an employee must leave the website and log into EEX in order to use it. The majority of government employees do not use EEX.

CFC Nexus is a proprietary system that is publicly available on many CFC websites, including two-thirds of the sites on which we conducted our test searches. We discuss those searches later in this report.

Proposed Changes to the CFC Structure

The CFC operates under the regulatory supervision of the U.S. Office of Personnel Management (OPM). In early April 2013, OPM released draft regulations that will, if adopted, substantially change the CFC's administrative structure. Here are some key changes that will affect how search is handled:

1. OPM proposes to replace the current system of PCFO-administered zones with a new system based on Regional Coordinating Committees. The number of new zones and their boundaries will be set by OPM.
2. OPM proposes to consolidate much of the administration of the CFC, assigning back-office tasks currently managed by PCFOs to one or more Central Campaign Administrators. The Central Campaign Administrator(s) will be charged with developing and managing a unified website that will support the CFC nationwide. Among other functions, this website will publish the list of eligible CFC charities and allow donors to search for charities they wish to support.
3. OPM proposes to eliminate the print directory and print pledge cards.

In short, the government proposes a much more centralized administration and the elimination of paper processes. The latter will be replaced with new Web-based systems. Inevitably, search will be central to the success of this new system.

Chapter Two: A Brief Introduction to Online Search

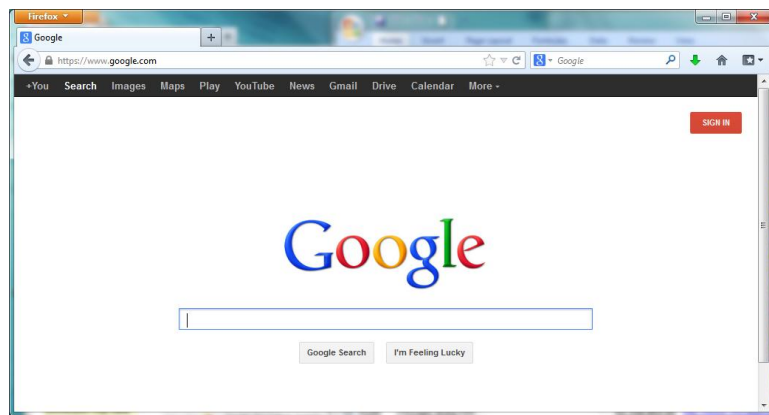
We turn now to online search. Before diving into how the CFC has been deploying search tools, we believe it will be helpful to discuss briefly some of the major categories of search used in the wider digital world. We will touch on three forms, each of which may have some utility for the CFC:

- Indexed search
- Faceted search
- Keyword search

Search in the digital world is a large and constantly evolving field, of course. The descriptions that follow are not exhaustive but are designed merely to orient the reader.

Indexed Search

Looming over the Internet and every attempt to tackle search is the market leader: Google. From our perspective as users, the service is simple, fast and effective. Others compete with Google, of course, but the idea of a Google-like box often is what comes to mind when anyone raises the challenge of bringing online search to the digital CFC. It is the most prominent example of what is often called *indexed search*.



Whether the search engine is Google or Bing or Yahoo or some other competitor, these systems operate in generally the same way. The search engine “crawls” the web, creating an index of terms and pointers to the locations of these terms. When someone initiates a search by entering one or more words into the search box, the engine reaches into the index and returns links the magical algorithm has decided are relevant. (Google and other engine owners may argue that this is not magic, but ...)

In the case of Google, the search interface is essentially a blank screen with a box in the middle. No instructions are provided. There are two buttons under the search box that do nothing until something is typed in the box. When text is entered into the Google box, something will always be returned. It is very rare for a Google search to return an empty result. Even if a slip of the finger leads to a non-existent word, Google attempts to determine the intent. Google also treats alternate spellings of words as equivalent – like “theater” and “theatre” – and it ignores things that people often ignore or get wrong such as punctuation. It also recognizes alternate forms of search terms. For example, a search for “disability” will find “disabilities.”

The ways described above of handling search terms are achievable with readily available software, some of it open source. Google and its competitors do much more, of course, and we do not suggest that CFC online search tools need to imitate all their functions. In fact, we believe that they do not. These search engines are designed to search the entire World Wide Web, which is vast and constantly changing. The CFC charity search universe is tiny and stable by comparison. Still, it is important to acknowledge that

presenting CFC donors with a search box is likely to evoke expectations of a Google-like search experience.

We should mention that search results on Google and similar systems are ordered according to the rules that underlie the engines' operations, some of which have to do with popularity or an engine's assessment of site quality. Google and others are, of course, trying to ensure that the results of a search are relevant to the individual who is searching. It is an approach to ranking which, if not addressed carefully by the CFC, can lead to search results that do not mimic the order of the print directory.

As we will discuss later in this report, Google-like boxes have become common on CFC websites. As we shall also see, their performance can disappoint – in part, we suspect, because potential CFC donors have been trained to expect a Google-like result, which they do not receive.

Faceted Search

A second approach to online search is almost as familiar as the Google search box. Known as *faceted search*, it is widely used on e-commerce sites. Some non-commercial sites such as libraries also apply this method.

The hallmark of faceted search is that it invites visitors to begin by choosing categories, or facets, to narrow the search universe and exclude non-relevant results. For example, to search Amazon.com for a recently published book on drawing for a four-year-old child, one would begin by choosing Books (more than 100,000 results). Then one could choose Children's Books, then Arts, Crafts & Music, then Last 30 Days, then Ages 3-5, and finally Age 4, with 8 fully relevant results.

Searchers can move through facets in different sequences. In the Amazon search described above, after choosing Books, one could next select Last 30 days. Arts, Crafts & Music might come next, then perhaps Children's Books, and so on. The categories could be selected in any order to arrive at the same final set of results.

On the next pages are two examples of faceted search on the Web. The first is drawn from the commercial world: Zappos.com. The second is drawn from the not-for-profit world: the North Carolina State University library. Readers will be familiar with many other examples: Homedepot.com, Ikea.com, Macys.com, and so forth.

While faceted search is an interesting option for the CFC because of its ability to mimic the print directory, it does bring particular challenges. A faceted system requires categories that fit the content to be searched. It is also important that the facets make sense to the individual who is searching. We will return to these points later in this report.

Keyword Search

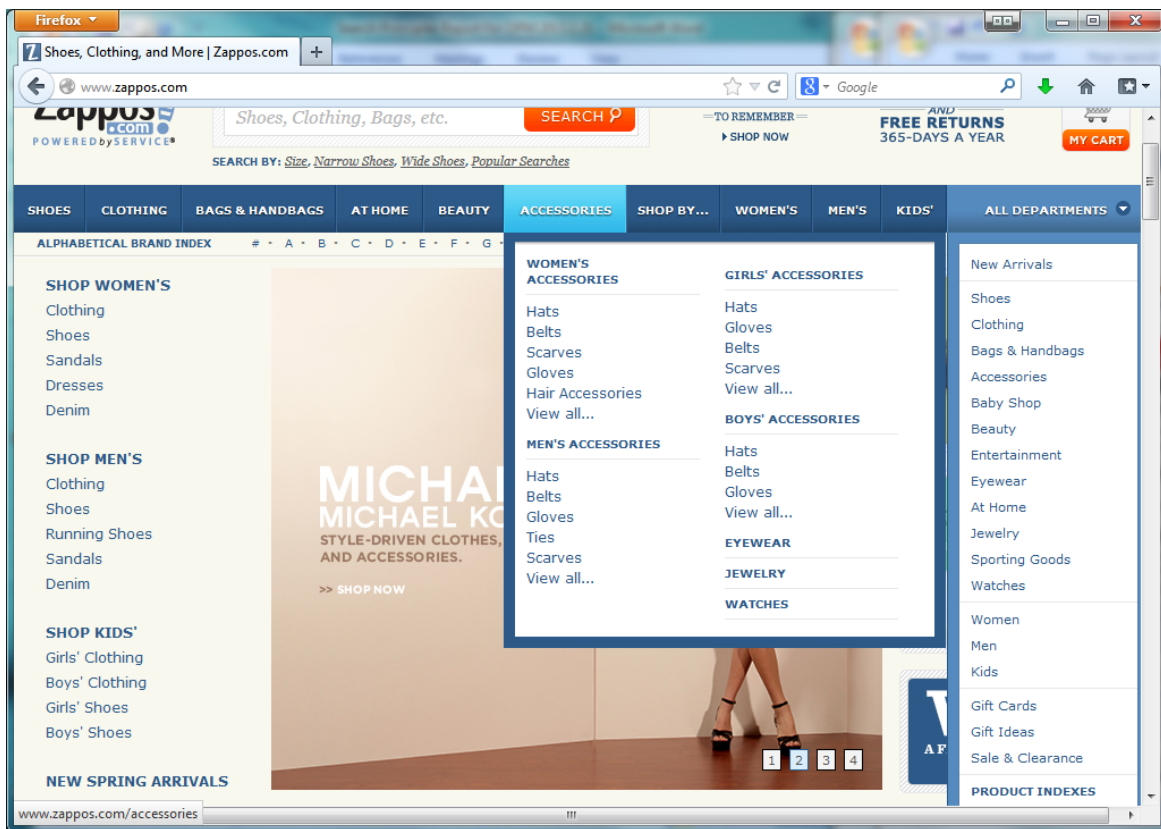
A third way to handle online search is to rely upon keywords. The searcher enters such a word; if there is a match, the search tool provides a link. Often the keywords are referred to as *tags*.

Keyword search is similar to faceted search. In faceted search, specific words or phrases are used to filter the available content, creating a series of layers through which the visitor navigates. In a keyword system, the searcher is not constrained by a master list of terms. There are no layers to dive through. Rather, the searcher enters a word or phrase – and if that word or phrase has been used to tag an object, the system returns the result.

In many keyword systems, the administrator creates the tags. In a commercial system designed to help visitors find clothing, for example, one can imagine that the owner of the system, the company, would create tags such as “dresses,” “shoes,” “coats,” and so forth. The company might offer tags that match various manufacturers. The point is that the entity owning the site sets the tags. A user-friendly keyword search system might include a list of available tags or tag categories, or present a tag cloud, so searchers would not have to guess at which keywords have been used.

We turn next to a specific review of how search has been used within the CFC.

Examples of faceted search



Firefox

NCSU Libraries Online Catalog: Results L...

catalog.lib.ncsu.edu/search?N=0&Nty=1&Ntk=Title&view=full&Ntt=leukemia+research&sugg=ssss

ASK US | MY ACCOUNT | HOURS | FAQ | LOG OUT | CHAT NOW!

FIND GET HELP SERVICES LIBRARIES ABOUT Search books, articles, journals, & library website Search

Library Catalog

leukemia research in Title Search

Search within results Start Over

Expand Your Search

78 results at Triangle research libraries
650+ results at Libraries worldwide
Looking for articles? Try Summon

Your Current Search

in Title
'leukemia research'

Narrow Your Search

Currently available
Available online

Subject

Leukemia (27)
Lymphomas (8)
Pathology, Comparative (3)
Molecular aspects (2)
Genetic aspects (2) Show more

Genre

Congresses (9)
Abstracts (3)
Reference (2)
Electronic journals (2)
Directories (1) Show more

Format

Results 1 - 10 of 31
Sort By: Relevance List (0) Ask Us chat now

1. Leukemia research (Online)
Published: c1977-
Format: Electronic journal ; Journal or Magazine ; Serial Add to List

2. Leukemia research and treatment (Online)
Format: Electronic journal ; Journal or Magazine ; Serial Add to List
Online
View available online access

3. Research report : leukemia.
Published: 1985.
Format: Book Add to List
Hunt Library
bookBot - U.S. Documents HE 20.3002:L 57/2 Available upon request

4. Gene technology : stem cell and leukemia research
Published: 1985. Add to List

Chapter Three: Current CFC Search

As noted, the CFC has published its charity list in printed directories for decades. In any campaign zone, this directory includes the entire list of national and international charities and every local charity eligible within that zone.

The CFC is no longer limited to the print medium, of course. Online tools offer important opportunities to the CFC. They cut costs and reduce processing mistakes, and they help donors examine charities faster and in greater detail.

While the CFC has entered the Web-based digital age, it has not answered the question that it resolved in the print world: How will equity be sustained in a digital environment?

In print, readers immediately understand how they can search the document regardless of its length. They look for a table of contents or alphabetical index, or simply flip through pages.

On a website everything is different. Visitors may hop around, moving from page to page, but if they are seeking a specific target, such as a shoe to purchase or a charity to support, they quickly look for a way to *search*.

If the CFC implements search well, donors and charities alike will be well served. If search is implemented poorly, donors will be frustrated and may abandon the campaign in favor of easier giving methods. Equally detrimental, potential donors may be misled as to whether an organization is in the CFC. Such confusion will undercut the campaign and likely lead to a loss of financial support for thousands of charities. For the CFC, the stakes could not be higher.

The Search Experience on Current CFC Websites

To assess the state of search in the CFC, we visited the websites of the top 30 administrative zones (by pledge totals) in late January and early February 2013. Almost 70% of total CFC pledges in 2012 were made in these zones. The table on the next page lists the zones, noting the providers of their search tools.

Please note that, throughout this report, “search” on a CFC website refers to a search of the approved list of charities and not to other site content.

Top 30 CFC Administrative Zones and Their Search Tools

Zone #	Campaign Name	Website	Search Tool Provider
1	0990 CFC of the National Capital Area	http://cfcnca.org/	Global Impact
2	0995 Overseas CFC	http://cfcverseas.org/	Global Impact
3	0405 Chesapeake Bay Area CFC	http://www.cbacfc.org/_root/	CFC Nexus
4	0225 Hawaii- Pacific Area CFC	http://www.cfc-hawaii.org/	CFC Nexus
5	0105 SoCal CFC	http://www.socalcfc.org/_root/	CFC Nexus
6	0852 San Antonio Area CFC	http://www.cfc-sanantonio.org/	Atomz (free tool available online)
7	0897 South Hampton Roads CFC	http://www.cfcshr.org/_root/	CFC Nexus
8	0524 Heartland CFC	http://www.heartlandcfc.org/_root/	CFC Nexus
9	0211 Metropolitan Atlanta CFC	http://www.cfcatlanta.org/_root/	CFC Nexus
10	0106 CFC Norcal	http://www.cfcnorcal.com/	CFC Nexus
11	0839 Dallas-Fort Worth (DFW)	http://www.dfwmetroplexcfc.org/_root/	CFC Nexus
12	0712 Central Oklahoma CFC	http://www.cfc-centralok.org/	PDF directory only
13	0096 Greater Los Angeles Area CFC	http://www.cfcofgreatersocal.org/_root/	CFC Nexus
14	0686 Miami Valley CFC	http://www.miamivalleycfc.org/_root/	CFC Nexus
15	0870 Intermountain CFC	http://www.intermountaincfc.org/	CFC Nexus
16	0249 Chicago Area CFC	http://www.chicagocfc.net/_root/	CFC Nexus - UG*
17	0141 Metropolitan Denver Area CFC	http://www.metrodenvercfc.org/_root/	CFC Nexus
18	0528 Gateway CFC	http://www.gatewaycfc.org/_root/	CFC Nexus
19	0004 Tennessee Valley CFC	http://amcomdmz.redstone.army.mil/cfcpc/cfcpc_main	Unknown (unbranded tool)
20	0923 King County CFC	http://www.kingcountycfc.org/_root/	CFC Nexus
21	0845 Texas Gulf Coast CFC	http://www.cfc-texasgulfcoast.org/	ONEEACH TECHNOLOGIES
22	0751 Southeastern PA & Lehigh Valley	http://www.sepa-lehighcfc.org/	No search or PDF directory**
23	0140 CFC of the Pikes Peak Region	http://peakcfc.com/	CFC Nexus
24	0656 Southeastern North Carolina CFC	http://www.sencfc.org/_root/	CFC Nexus
25	0189 Atlantic Coast CFC	http://www.atlanticcoastcfc.org/	ONEEACH TECHNOLOGIES
26	0051 Arizona CFC	http://www.cfc-az.org/	CFC Nexus and unbranded tool
27	0452 Southeastern Michigan Area CFC	http://www.cfcsemi.org/_root/	CFC Nexus
28	0626 CFC of New York City	http://www.cfc-nyc.org/	PDF directory only
29	0684 North Coast Ohio CFC	http://www.northcoastcfc.org/site/pp.aspx?c=lpISKUOtFoG&b=5593303	PDF directory only
30	0185 Northeast FL- Southeast GA Region	http://www.cfc-at-work.org/charitylist.html	CFC Nexus

* UG = Universal Giving

** True as of 5 Feb 2013, after pledge period had ended

Here is a summary of the search tools we found on the sites of the top 30 zones:

- CFC Nexus provided search for 20 of the 30 sites.
- The National Capital Area and Overseas zones used CFC Accelerator, a system developed by Global Impact, the administrator of those campaigns. (EarthShare took over as administrator of the National Capital Area zone this spring.)
- The Texas Gulf Coast and Atlantic Coast zones used a system provided by OneEach Technologies, which developed their sites.
- The San Antonio zone used a free tool called Atomz, which is supported by ads.
- The Arizona zone had a search tool that was not branded. We spoke with someone in the local administrator's office and learned that the tool was provided by the vendor that created the website. The same website also offered the search tool provided by CFC Nexus.
- Tennessee Valley used a search tool that was not branded. It is reasonable to assume it was provided by their website vendor, but we have not confirmed that.
- Two sites only provided the directory in PDF format.
- One site had neither a search tool nor a PDF directory. However, we checked the site after the period for pledging had ended and do not know what was there while the campaign was underway.

Note: *Some of the sites we visited in January and February had changed by the time of this writing. This is to be expected in the CFC since the spring is when PCFO contracts are renewed or changed, and administrators may take down their charity lists and tools for pledging to avoid confusion during a period when the CFC is not soliciting.*

The various search tools employed on the sites we visited had very little in common except that they all presented visitors with a box in which to enter search terms, just as Google does. Generally speaking, the sites also provided a PDF version of the print directory. A PDF document is searchable, but we have assumed that visitors will take the easier path and use the website search function.

We evaluated these search engines by performing test searches to simulate CFC donors looking for charity information. We performed our tests with both Windows and Macintosh systems, using popular browsers including Internet Explorer, Firefox, Chrome and Safari. We focused on website search boxes, entering terms without using filters since usability studies show this is what most searchers will do, especially on sites where the filters are less visible and more cumbersome than the box itself. Here is what we found:

1. Search tools were highly inconsistent in their design. User interfaces varied widely. The search tools or links to them were in different locations on different sites. Some sites required visitors to scroll to the bottom of a long homepage to enter search terms.
2. Results for the same search query varied greatly from one site to another.
3. On many sites, searches returned a charity listing only when the search terms exactly matched the text of the charity list released by OPM. Below are examples of how this sometimes played out:

- A search for “St. Jude Children’s Hospital” came up empty because the complete name of the organization, “St. Jude Children’s *Research* Hospital,” was not used.
 - A search for “alzheimer’s” (with an apostrophe) yielded a result set different from a search for “alzheimers” (without an apostrophe).
 - A search for “Alzheimers Research and Prevention Foundation” came up empty because the apostrophe was omitted.
 - A search for “Susan G Komen” came up empty because there was no period after the G.
 - A search for Disabled American Veterans (DAV) Charitable Service Trust failed when the acronym, DAV, was omitted.
 - A search for Make-A-Wish Foundation® of America failed apparently because the registered trademark symbol was not used, even though we could find no way to enter that symbol in the search box.
4. Topical searches often yielded no results or spotty ones at best. For example, a search for “disabilities” and “veterans” together often came up empty. No tool would deliver anything like a comprehensive list of charities relevant to the search.
 5. Some tools offered options for searching organization names or descriptions but not both at the same time.
 6. Searches for some short words were matched with the string of characters *anywhere* in the charity listing. For example, a search for “art” returned all members of EarthShare (the environmental federation) because the three characters appeared consecutively in its name. A search for “cat” returned every instance of “education.”

Before performing the searches described above, we tested every site to be sure its search tool returned a charity listing when the organization name was entered precisely as shown in the charity list. Our test search was “St. Jude Children’s Research Hospital.” One site actually failed that test.

Universal Giving: The Challenge Gets Bigger

During the next few years, something the CFC community calls “universal giving” will likely be implemented. The system will allow any donor to pledge to any charity – national, international or local – anywhere in the country. Right now, of course, donors can support any national or international charity, but only local charities that have been admitted to that donor’s CFC zone.

Universal giving has been a goal of many CFC stakeholders for a number of years. The preface to the draft regulations recently released by OPM mentions that electronic pledging will support universal giving. In addition, the CFC initiated a pilot program of universal giving in the 2012 CFC. This leads us to believe that it will be part of the CFC’s future.

The universal giving pilot was conducted in the Chicago area, in part of Alabama, and in part of Washington State. It is not our purpose to evaluate the success of the pilot. However, the test did allow us to assess the impact of universal giving on online charity search.

Universal giving, as stated in OPM’s analysis of the draft regulations, “removes campaign boundaries with regard to donors.” To see the implications of this, consider that the 2012 CFC charity list included over 2,500 national and international charities, which were listed in all local CFC directories. Additionally, each zone included local charities numbering in the hundreds (National Capital Area is the outlier with a substantially higher number of local organizations). By including all local groups in all parts of the country, universal giving adds more than 20,000 organizations to the charity list.

With this greatly expanded number of charities to choose from, well-designed online search can be immensely valuable. On the other hand, a larger pool of candidate organizations can magnify the inadequacies of poorly designed search tools. For example, when we searched for “red cross” in the 2012 universal giving list using one of the website tools available in a zone participating in the pilot, we received 370 results mostly comprising local chapters of the American Red Cross from all parts of the country. The national organization was number 333 on this list, and we wonder how many donors scrolled that far.

We acknowledge that filters could be used to search the universal list to refine by national, international or local presence of the charity. Rather than scrolling through 370 results, users could look for ways to narrow the search. They probably would find the filters available under Search Options. In the case of the American Red Cross, performing the search while filtering for national groups did yield the national organization only. However, if a military donor from Ohio, stationed in Alabama, wanted to give to the local Red Cross chapter back home, filtering for local groups would yield 356 results, and a search for “American Red Cross Ohio” would return nothing. If the searcher noticed the option to search by ZIP code in addition to filters applied, that choice might be more successful.

Searching the universal giving list for “St. Jude Children’s Research Hospital” generated similar results. Entering “St. Jude” yielded 122 results. Entering the complete organization name yielded 78 results. Applying the “local” filter yielded 77 results, and a search for “St. Jude Children’s Research Hospital Ohio” came up empty. Again, filtering for national groups did return the national organization as long as we entered the name exactly as it appeared in the OPM charity list including the period after “St.”

The challenge presented by local organizations is exacerbated by a provision in the current regulations that allows local groups to enter the CFC in zones adjacent to their home zone. In the 2012 universal giving list, those groups appeared once for every zone in which they participated – or so we concluded. We can state with certainty that some local organizations were in the result set multiple times. This is clearly inconsistent with OPM’s current practice for the print directory which does not allow a charity to appear more than once. The proposed regulations would eliminate this problem by ending eligibility by adjacency, but this will only be a marginal improvement in a system that currently has no standards or operational requirements.

Chapter Four: Faceted and Keyword Search Applied to the CFC

Earlier in this report, we suggested that the CFC consider faceted and keyword search as complements or alternatives to Google-like indexed search. In this chapter, we explore that suggestion in greater detail.

Faceted Search in the CFC

How might faceted search work in the CFC? There are a number of approaches, and we believe the traditional print directory is a good place to begin.

The directory's table of contents provides a system of facets starting with the initial top level of national, international and local charities. Once a donor selects a main category, the print directory offers choices at the secondary level – federations plus the appropriate group of independent charities.

In the print directory, a donor who picks a federation must naturally leave the table of contents. On a website, the process of narrowing choices would continue seamlessly with the donor being led to a list of member charities. Selecting an organization's name would reveal its listing details.

Looking at other possibilities, the letters of the alphabet can serve as facets, allowing the equivalent of the index in the print directory. Ranges of Administrative and Fundraising Rate (AFR) percentages can be presented as facets for donors who desire to use overhead rates to narrow a search, and addresses can generate geographical facets.

Prospective donors might wish to begin by choosing a topic. The only topical categories currently available in the CFC charity list are the National Taxonomy of Exempt Entities (NTEE) taxonomy codes, and we believe the program will need to develop a more nuanced set of topical codes to better reflect how donors think of charities. We will come back to the NTEE system in a moment.

We acknowledge that the filters or advanced search options provided by some CFC search tools already give results similar to faceted search. But faceted search systems invite visitors to *begin* their search by narrowing the search universe rather than doing so after initial search attempts have proven unsatisfactory. Faceted search also offers more options at once.

We provided examples of faceted search earlier in this report (see pages 15 and 16). You will note that those sites offer a search box in addition to faceted search. You will also note how large categories or facets can be narrowed by applying other facets.

Keyword Search in the CFC

For the CFC, a keyword search system will require that words, or *tags*, be assigned to charities. Donors would be invited to enter their own keywords into a search box. If there is a match, the charity listing would be returned.

The CFC could assign keywords to charities, but we believe it would be far easier for the program and far more effective for both charities and donors if the charities themselves were invited to select words that best describe their mission and work. The CFC could start by offering a set of candidate tags. Later, we recommend that the CFC invite charities to suggest new tags.

Over time, the CFC and its participants (both charities and donors) would be able to see what words had been chosen previously. Tag clouds could display the extent to which each tag had been selected by

charities and the extent to which each had been selected by donors. Tag clouds or lists of tags might also be provided to aid donors in selecting keywords for their searches.

We do not propose to work out all of the details here. Our point is that a third approach – keyword search – is available and may allow for a level of interaction between charities and donors not yet seen in the CFC.

About NTEE Codes

As we have just discussed, topical categories are essential for both faceted and keyword search. In today’s CFC, such categories are provided by the NTEE taxonomy.

When charities apply to the CFC, they select up to three of these codes to describe themselves. The codes, which are shown to the right, are printed after each charity’s listing in the CFC directory.

The NTEE taxonomy was developed by a research organization that is now part of the [Urban Institute](#). It was designed to aid in reporting on the activities of tax-exempt organizations. The taxonomy is used by the IRS and has the advantage of already existing, which may be its *only* advantage. The NTEE categories do not seem to be intuitive for the charities. Indeed, our review of past campaigns shows that charities often choose different codes in different years, and it is common for the codes chosen to be different from those the IRS chose for them.

From a donor’s point of view, some of the codes, particularly in the first half of the alphabet, may be helpful in locating charities of interest. On the other hand, many category names in the latter half of the alphabet are too abstract to offer much guidance. Furthermore, pledge results from the CFC make it clear that certain categories not represented in the NTEE codes (military and veteran issues, for example) are of great interest to donors.

Ideally, in developing a robust charity search system for the CFC, OPM will improve on the current NTEE system. An online search system should provide *feedback*. As suggested in the discussion of keyword search, search tools can “listen” to donors and identify topics of interest by analyzing the search terms they enter. Over time, the results of this analysis could create a more effective list of categories. This would allow the search system to incorporate topics that match the way donors think.

One final note on this topic: Urban Institute, the current “owner” of the codes, uses a combination of faceted and Google-type search, and its facets are *not* NTEE codes.

Taxonomy (NTEE) Codes	
A	Arts, Culture, and Humanities
B	Educational Institutions & Related Activities
C	Environmental Quality, Protection & Beautification
D	Animal Related
E	Health - General and Rehabilitative
F	Mental Health, Crisis Intervention
G	Disease, Disorders, Medicinal Disciplines
H	Medical Research
I	Crime, Legal Related
J	Employment, Job Related
K	Food, Agriculture, and Nutrition
L	Housing, Shelter
M	Public Safety, Disaster Preparedness & Relief
N	Recreation, Sports, Leisure, Athletics
O	Youth Development
P	Human Services - Multipurpose and Other
Q	International, Foreign Affairs, National Security
R	Civil Rights, Social Action, Advocacy
S	Community Improvement, Capacity Building
T	Philanthropy, Voluntarism & Foundations
U	Science & Technology Research Institutes, Services
V	Social Science Research Institutes, Services
W	Public, Social Benefit: Multipurpose, Other
X	Religion Related, Spiritual Development
Y	Mutual/Membership Benefit Orgs., Other
Z	Other

Chapter Five: How to Proceed

Our observations suggest that, to date, online search in the CFC has received very little consideration. It has been more like an afterthought. The search tool on the central CFC website envisioned in OPM's recently published draft regulations will be used by nearly one million donors searching for targets to pledge hundreds of millions of dollars. So our first and strongest recommendation for online search in the CFC is this:

Take it seriously.

OPM must make clear decisions about how charity search should work on a centralized website and what standards should apply to search tools as long as the current administrative arrangement exists. Every year at CFC conferences, PCFOs report on the growth of online pledging and it is cheered as a good thing. The more CFC processes go online, the more important search becomes. No one should expect prospective donors to view the CFC as an attractive giving method if the tools they use to find charities and make pledges are clumsy and non-intuitive. How donors are able to search the charity list will have a significant impact on how they pledge.

Our recommended actions fall into three categories:

- (1) *System Requirements* – Decide how search should operate and communicate those decisions to contractors as requirements
- (2) *Development and Testing* – Test the system as it is being developed and after it is launched to ensure that requirements are being met
- (3) *Data Collection and Analysis* – After launch, gather data about how the system is being used, and analyze the data to identify areas for improvement

To a great degree, the burden will fall on OPM to set policy in these areas. Equally important, OPM will need to ensure that those who are hired to build and manage these systems understand the particular challenges presented by the CFC.

Here are our recommendations in the three areas:

System Requirements

- The CFC should go beyond indexed search, providing faceted and/or keyword search as a supplement or alternative.
- User interfaces should follow common industry practice (e.g., tools for indexed search should be clearly placed in the upper left hand side of the home page; they should be easy to use with clear instructions; if an alternative to indexed search is provided, it should be easy to find).
- The dataset for any universal giving search system should list each charity only once, as now occurs in the print directory.
- OPM must be clear as to whether search results should be ordered according to the principles applied to the print directory.
- If indexed search is used, OPM should insist that the tool meet a variety of reasonable expectations, such as the requirements listed below. All of them are achievable with widely available software, some of which is open source:
 - Recognize and return words, not just strings of characters, because string-only recognition returns many irrelevant results, especially with the long universal giving list

- Ignore punctuation because donors will not expect it to matter when entering search terms
- Recognize alternative forms of search terms and return results based on all forms (entering “disability” will also produce results for “disabilities”)
- Recognize misspellings of search terms and return results for the correct word (e.g., entering “aminal” will produce results for “animal”)
- If faceted search is used, OPM should determine the facets and specify the sequence in which donors will encounter them (what categories will be visible on the initial screen and what will appear only after certain selections have been made, whether to provide alphabetical or geographical facets, and so on).
- If keyword search is used, OPM should determine the method by which keywords are assigned to charities, preferably allowing charities to be involved in that selection.

Development and Testing

- Vendors should be required to publish a “test suite” (a series of detailed use instances that test and document the search tool, proving that it embodies OPM guidelines).
- Vendors should publish beta versions of their search tools to allow testing by the CFC community.

Data Collection and Analysis

- Each system should generate search logs and analytical reports.
- Each vendor should periodically demonstrate that the system continues to meet requirements.
- Each vendor should report system-generated data to the CFC community so that interested parties including donors and charities can help identify new ways to improve the system. An example of such improvements would be the development of a more intuitive taxonomy to replace NTEE codes for improved faceted search.

OPM may wish to require more detailed data that would compare search reports against pledge results on a year-over-year, donor-by-donor basis (with identities shielded). It is conceivable, in fact likely, that the shift to online search and pledging will drastically change the amounts raised by some charities. Should that occur, OPM may find it helpful to have data to aid in understanding whether the change reflected a shift in donor interest or was an unintended consequence of the search mechanism.

Chapter Six: A Call to Action

Online search is coming to the CFC. If the government eliminates the print directory, online search will become a key element of the campaign.

We understand that it may be difficult for current search providers to meet all the requirements laid out in the previous chapter in time for the fall 2013 solicitation. But as search becomes more important with each passing year, the deficiencies cited in this report will become increasingly consequential. Providing potential donors with a search tool that functions poorly is the equivalent of handing them a print directory with random pages missing. It should not be allowed.

As we have noted, online pledging already represents a substantial portion of the money raised in the CFC. We anticipate that this will grow in the next campaign cycle. So everyone involved in administering the CFC should work to ensure that online search functions properly.

We invite others to do as we will do this summer and fall – test the search tools deployed around the country. We plan to return to the top 30 PCFO websites to repeat test searches we performed earlier this year. Because the entire CFC community has a stake in the quality of online charity search, we invite our readers to conduct their own test searches and let us know what they find.

For the record, here's some of our planned effort for August 2013:

- Search for the names of the 20 best performing organizations in the 2012 CFC, intentionally introducing minor errors that a searcher could make
- Search for organizations by their commonly known names rather than their legal names
- Search for “Alzheimer’s” with and without the apostrophe to see if we get the same results
- Search for “art” to see if we get members of Earthshare or groups that engage in partnership; search for “cat” to see if we get groups that educate
- Be sure the problem just mentioned wasn't solved by preventing the search tool from finding three-letter words
- Search for “cancer” plus the name of the PCFO's home state to see if the tool will return the state chapter of the American Cancer Society
- Search the universal giving list for a Red Cross chapter in a given state
- Determine whether we can distinguish between national and local groups with the same name in search results
- Search for “Animal Welfare Fund” in the universal giving list to see if it still appears more than 20 times

We invite readers to suggest other test searches to add to our list. Contact us at wga@wg-alliance.org.