

# **State Employees Federated Appeal SEFA Campaign Manager's Handbook**

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## **STATE EMPLOYEES FEDERATED APPEAL (SEFA) BACKGROUND**

### **Purpose**

SEFA is the only charitable solicitation of state employees authorized in state law and regulation. SEFA is a federated campaign, meaning that a variety of health, human services, environmental and advocacy agencies participate. State employees may give through payroll deduction or by cash or check gift. SEFA is authorized in state law (1964) and detailed in regulations, which were first set forth in 1980 and have been amended several times, most recently in 2006.

State employees may designate their gift to a participating charity or federation in any campaign area in the state. Donations which are not designated to a specific charity or federation are distributed to participating charities and federations in the same proportion as the percentage of designations each received within its respective campaign area.

### **Organization**

Both the law and the regulations set up a system of local campaigns, managed by committees of state employees. These committees decide the eligibility of local applicant charities based on criteria in the regulations, approve a budget, and oversee the distribution of funds raised. In every local campaign area a Federated Community Campaign (FCC) is designated to staff the SEFA committee, conduct the campaign, be responsible for the distribution of SEFA donations as directed by the committee and donors, and make reports as required in the regulations.

A statewide SEFA Council comprised of two SEFA Committee Chairs from each region is authorized in the regulations to act on all non local SEFA applications and to review any denials of local SEFA applications. The council also has authority to recertify the eligibility of all SEFA participants and to institute a uniform naming and number system for all participants beginning with the 2008 campaign.

A statewide SEFA Cabinet comprised of State Agency Commissioners named by the Governor, and Union Presidents, assists with overall promotion of the campaign, development of the poster and video, as well as volunteer recruitment and recognition.

At the state level, the Office of General Services has the regulatory authority for oversight of SEFA. The Attorney General's Charities Bureau is responsible for ensuring participating agencies are properly registered and filing financial reports annually. The Office of the State Comptroller is responsible for the payroll deduction process and sending these gifts back to the local Federated Community Campaigns for distribution to participating charitable organizations.

## STATEWIDE SEFA LEADERSHIP LADDER

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### STATEWIDE CO-CHAIRS

The statewide SEFA co-chairs assume the leadership responsibility for generating the maximum amount of dollars and recruiting the maximum number of volunteers to support local campaign efforts. They set the pace, encourage a positive attitude and provide the leadership necessary to ensure the campaign meets its potential. Responsibilities include:

- Host meetings of the statewide cabinet meetings to discuss goals, timetables, strategies, responsibilities, identify and address problems, and highlight campaign successes.
- Recruit statewide vice-chairs that will form the leadership ladder to build continuity in statewide campaign activities.
- Work with the public employee union leaders on campaign activities.
- Obtain the Governor's endorsement of the loaned associate program.
- Recruitment of statewide agency management liaisons and loaned associates.
- Provide a loaned associate to the Capital Region and NYC campaigns.
- Promote the campaign throughout the state with agency heads, facility directors, and union leaders.
- Participate in local events such as kick-offs, trainings, recognition events, as requested and time permits.
- Make available organizational resources (human and/or financial) for SEFA campaign materials development and production of theme, posters, graphic design, etc.
- Assist local campaigns, upon request, with troubleshooting problem accounts
- Manage the statewide SEFA volunteer recognition program – circulate and receive nominations; notify winners, work with Governor's Office for production of award certificates.

### STATEWIDE SEFA 1<sup>st</sup> VICE-CHAIRS

Work with New York City SEFA Coordinator in preparation to assume the statewide chairmanship the following year.

- Provide a loaned associate to the NYC Campaign.
- Schedule meeting with key accounts:
  - request support of the campaign
  - encourage hands-on involvement with an agency-wide campaign plan
- Troubleshoot low performing divisions as identified by NYC SEFA.
- Invite and host a reception for facility directors and NYC union leaders to encourage their support for the campaign.
- Preside over campaign kick-off and recognition events.
- Ensure the campaign time line is met (i.e. campaign should be concluded by early December in order to receive the full value of payroll deduction pledges).
- Thank you letters to agencies that have gone "way and above" goal and participation levels.
- Make available organizational resources (human and/or financial) for SEFA campaign materials development and production of theme, posters, graphic design, etc.

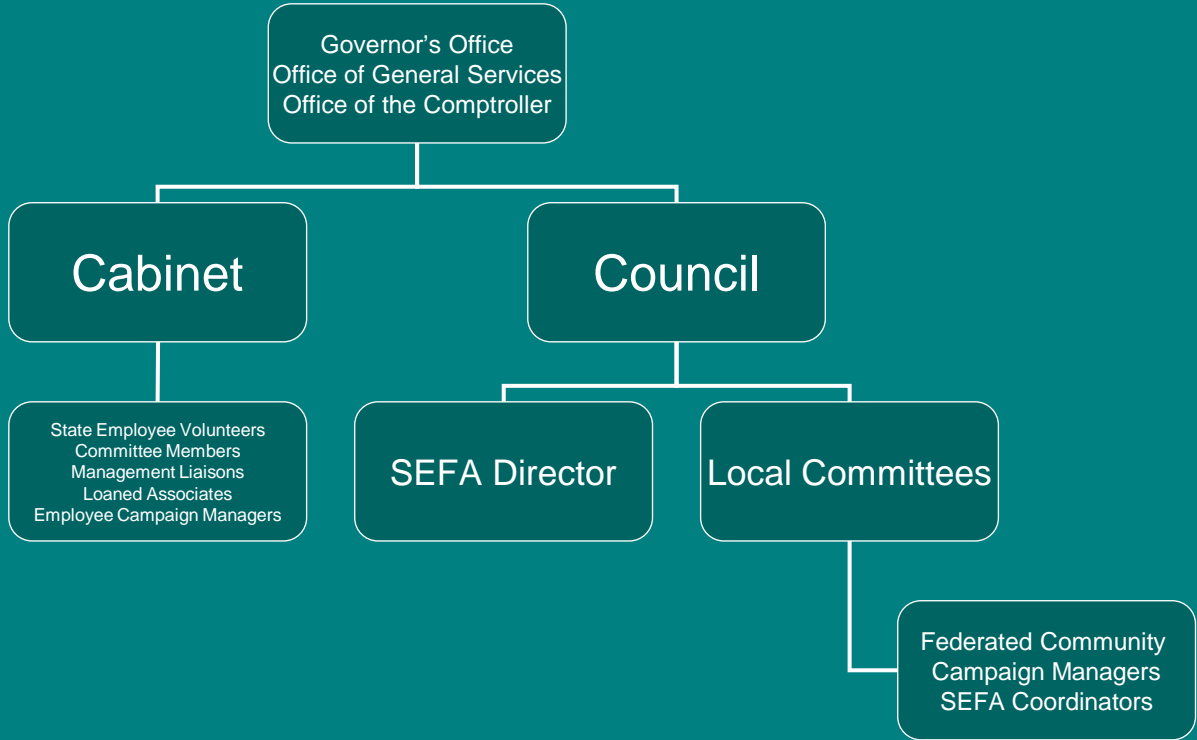
### STATEWIDE SEFA 2<sup>nd</sup> VICE-CHAIRS

Work with statewide chairs and 1<sup>st</sup> vice-chairs as requested, to begin the SEFA Leader education process. The following year, the 2<sup>nd</sup> vice-chair become the 1<sup>st</sup> vice-chairs, then two years later they move up to becoming the statewide co-chairs.

- Provide a loaned associate to the Capital Region SEFA.
- Participate in local events such as kick-offs, trainings and recognition events as schedule permits.
- Assign staff to work on state level public relations committees.
- Make available organizational resources (human and/or financial) for SEFA campaign materials development and production of theme, posters, graphic design, etc.

SEFA ORGANIZATION CHART

# SEFA Organization Chart



## SEFA OVERVIEW

**SEFA** – the State Employees Federated Appeal is the only charitable solicitation of state employees authorized in state law (1964) and regulations, which were last revised in 2006.

Campaigns are run locally in 23 campaign areas that cover the entire state. You will see a map of these campaign regions in TAB 1 of your book.

A local **SEFA Committee** of state employees:

- Has overall responsibility for the local campaign and distribution of funds.
- Decides on the eligibility of local charities based on criteria in the regulations.
- Promotes the campaign and provides recognition to outstanding campaign efforts

A **Federated Community Campaign (or FCC)** is designated by OGS to:

- Staff the SEFA committee.
- Conduct the campaign under its guidance.
- Be responsible for the distribution of funds.
- File reports as required.

A **Statewide SEFA Council**, which I am proud to Chair, was newly created in the revised regulations of 2006. The Council

- Consists of 2 local SEFA committee chairs elected annually from each region.
- Has extensive policy authority for all aspects of the campaign including action on non local SEFA applications.
- Is newly required to conduct recertification of all existing charities.
- Is newly required to develop a uniform naming and numbering system for all charities, beginning this year.

A **Statewide SEFA Cabinet** co-chaired by agency heads named by the Governor and union leaders:

- Assists with the development of campaign materials such as the poster and video. Please note this year's poster just inside the manual
- Takes a lead role in SEFA volunteer recruitment and recognition.
- Members attend and speak at kick-off and recognition events.
- Assumes a troubleshooting role when questions or issues arise that need the attention of the statewide leaders.

Regulatory responsibility for the campaigns is vested in:

- OGS - named in the law as the lead state agency for SEFA oversight.
- The Attorney General - for overall charitable solicitation activity in NYS.
- OSC for the processing of payroll deductions via the SEFA pledge cards.

## **SEFA STATEWIDE MANAGEMENT LIAISON Job Responsibilities**

### **Provide campaign oversight/coordination statewide**

Ensure that all employees from every office/facility throughout the state are provided an opportunity to participate in SEFA through their local SEFA campaign (not from central office). **Be the link** between the agency's local SEFA activities and the agency's top management.

### **Goal**

To increase participation by ensuring that every employee is personally asked to give.

### **Time Required**

The services of a liaison are needed from May to February. The majority of time commitment will be concentrated on recruitment (May-July) and developing a communications plans with your volunteers (July). From September-February the time commitment is less and may involve travel for facility kick-offs and regular communications with campaign managers across the state and making interim reports to your agency head and the SEFA Cabinet.

The SEFA campaign is run between September to December.

### **Activities**

Some of your activities are listed below. **The Campaign Plan and Timetable found in Tab 3 more fully lists your tasks along with the appropriate month of action.**

- **Attend management liaison training.**
- **Communicate** management support for SEFA to facility directors and managers!
- **Recruit –**
  - A custom list of Loaned Associates is being provided at Wednesday's June 11 training if LAs have been requested from your agency by any SEFA region. Loaned associates will work for SEFA as account managers.
  - Employee Campaign Managers (ECMs) at each of your Agency offices and facilities.
- Develop a **campaign and communications plan** for you and your regional sites statewide to facilitate monitoring the campaign status for your agency, your commissioner and executive team.
- Participate in planning activities that **increase SEFA awareness** and familiarize employees with their employee charitable giving program.
- Arrange for the senior management team of the agency to be solicited first.
- **Attend SEFA campaign kick-offs** and special events planned by the agency throughout the state with the agency commissioner (to greatest extent possible). Local campaign managers can tell you when they plan to run their campaign.
- Ensure **visibility of SEFA** activities and events in agency publications and intranet.
- Put SEFA on the **agenda for executive staff meetings** with the commissioner regularly.
- Have the commissioner **pitch SEFA** and thank local facility SEFA volunteers during his/her travel.
- Respond to questions and inquiries regarding SEFA from employees.
- Develop an agency **recognition** program if your agency doesn't already have one.

## **LOANED ASSOCIATE RECRUITMENT**

Recruiting volunteers is the most important way for you to ensure a successful campaign. Identifying enthusiastic people who already support SEFA is a critical component to ensure a positive message will be delivered to potential donors.

### **LOANED ASSOCIATES (LA)**

Your first priority (**if applicable**) is to reach out to decision makers within your agency, or one or more of your regional facilities, to recruit employees to serve as loaned associates. These individuals will work for the regional SEFA campaign throughout the fall campaign, assisting multiple state agencies within the region to plan and execute the campaign. A list of requests from the SEFA regions is being distributed at this June liaison orientation and training, if LAs have been requested from your state agency.

Paul Francis, the Governor's Director of State Operations, has authorized release time for loaned associates and to work on the SEFA campaign via his April memo to agency heads (see TAB 2).

### **LA Recruitment Process**

Review the LA job description carefully before beginning your recruitment. Oftentimes, volunteer titles used at a facility may differ from the titles used here. It is *vital* that facility directors understand the responsibilities of the loaned associate in order to identify the "right" person for the job.

- 1) In some cases, a specific person has been requested by the local SEFA committee. Contact facility director(s) directly to submit your request for a loaned associate, not the individual himself/herself. It is vital that the facility director signs-off on the appointment first, so he/she understands the job responsibilities and works out any internal scheduling changes necessary with the individual's immediate supervisor.
- 2) The facility director should:
  - Agree to provide a loaned associate
  - Determine if the person requested is willing to serve. If they are not, identify a different individual
  - Obtain supervisory approval of the person's appointment.
- 3) The LA confirmation information (see attached form) should be sent to Suzanne Maloney, Statewide SEFA Director, at [suzannemm@sefanys.org](mailto:suzannemm@sefanys.org) by no later than July 11.

**Employee Campaign Managers (ECM)** will be recruited directly by you as well.

## **LOANED ASSOCIATE (LA) JOB DESCRIPTION**

The loaned associate (LA) is responsible for assisting and coordinating the SEFA campaign in multiple state facilities across their campaign area. They report to the local SEFA headquarters –not their regular work site. They manage several accounts (state agencies) and are expected to travel to these accounts for planning meetings with the employee campaign manager (ECM), presentations and other campaign-related events. LAs are the driving force behind the campaign and work closely with the local United Way and employee campaign managers. The time frame for the assignment varies depending upon the region to which they are assigned, but most LAs are assigned for a four-month period, either five days per week (full time) or three days per week (part time).

### **Desired Skills & Abilities**

- Enthusiasm for the assignment
- A current SEFA donor
- Ability to understand organizational structure of state agencies in order to help coordinate the fund-raising effort

- Good organizational skills
- Good judgment in solving complex administrative problems
- Public speaking skills

**Typical Work Activities**

- Attend pre-campaign training conducted by United Way, to learn about SEFA, and presentation and analytical skills necessary to fulfill their volunteer responsibilities
- Analyze account history and develop strategies for each account.
- Work with employee campaign managers to plan their facility campaign
- Provide promotional materials, suggestions, assistance and support to the employee campaign manager
- Make group presentations at facility kick-offs and executive staff meetings
- Regularly pick up report envelopes (pledge card, checks and cash) from campaign managers, report on the campaign progress or problems to United Way staff
- Prepare congratulatory and/or thank-you letters for their assigned accounts

**SEFA TIMELINE**

Activity	Primary Responsibility / Status
<b>March 2011</b>	
<input checked="" type="checkbox"/> State Co-Chair request Governor’s authorization of Management Liaison and Loaned Associate recruitment.	
<b>April 2011</b>	
<input checked="" type="checkbox"/> P. Francis letter of authorization to recruit SEFA volunteers sent to State Agency Commissioners (April 14). <input type="checkbox"/> Appointment of management liaisons by Agency Heads.	Ongoing
<b>May- June 2011</b>	
<input type="checkbox"/> Send letter from Commissioner/Agency Head to facility, office and regional directors that announces Management Liaison appointment and endorses the campaign as well as establishing expectations that the campaign will be run in all locations. <input type="checkbox"/> <b>Attend Management Liaison training on June 23</b> <input type="checkbox"/> Begin recruitment of Loaned Associates (LA) as requested by local SEFA campaigns. <input type="checkbox"/> Begin identification of an Employee Campaign Manager (ECM) for every office and facility. <input type="checkbox"/> Begin to develop a list of each facility or office under your agency jurisdiction to include address, name of person in charge, ecm’s name, phone, fax, e-mail and number of employees.	ML
<b>June- July 2011</b>	
<input type="checkbox"/> Analyze last year’s campaign and identify divisions or departments that need attention or are under-performing <input type="checkbox"/> Review past campaigns to identify percent of employee participation, average dollar amount pledged and number of employees using payroll deduction versus cash contributions <input type="checkbox"/> Schedule targeted agency visits i.e., determine where it will be most effective for Commissioner/Agency Head to travel/meet with employees during the campaign. <input type="checkbox"/> Complete LA recruitment by <b>July 11</b> .	ML

	Primary Responsibility / Status
<b>July 2011</b>	
<ul style="list-style-type: none"> <li><input type="checkbox"/> Develop a campaign plan that: <ul style="list-style-type: none"> <li>-establishes a goal and timetable to run the campaign</li> <li>-forms a committee to share responsibilities (management, union, special staff i.e., bilingual.</li> <li>-increases employee understanding of SEFA through agency website and publications</li> <li>- promotes good feelings about the campaign</li> <li>-promotes payroll deduction as the best way to give.</li> </ul> </li> <li><input type="checkbox"/> Complete recruitment of Employee Campaign Managers (ECMs) for each site</li> <li><input type="checkbox"/> Establish a communications plan with your regional sites to facilitate internal communications with your ECMs and visits by your Commissioner/Agency Head when he/she is traveling</li> <li><input type="checkbox"/> Collect dates for fall kick-offs at each facility and office and request Commissioner/Agency Head and others to speak.</li> <li><input type="checkbox"/> Visit SEFA website for updated information (see TAB 4 for homepage).</li> </ul>	ML

Activity	Primary Responsibility / Status
<b>August-December 31<sup>st</sup> 2011</b>	
<ul style="list-style-type: none"> <li><input type="checkbox"/> Encourage all locations to begin their campaign early in September and end by Thanksgiving.</li> <li><input type="checkbox"/> Confirm receipt of all campaign materials by each site (late August/early September).</li> <li><input type="checkbox"/> Distribute commissioner and union endorsements to all sites.</li> <li><input type="checkbox"/> Arrange for campaign results to be reported to you based on SEFA Leadership timetable</li> <li><input type="checkbox"/> Distribute letter from Commissioner/Agency Head to all employees announcing the campaign and agency goal, your appointment, and requesting cooperation with Loaned Associates, Employee Campaign Managers and local SEFA staff.</li> <li><input type="checkbox"/> Place SEFA on agenda for senior staff meetings with Commissioner/Agency Head and solicit Commissioner and senior managers first.</li> <li><input type="checkbox"/> Visit SEFA website for updated information.</li> </ul>	ML
<b>September 2011</b>	
<ul style="list-style-type: none"> <li><input type="checkbox"/> Have Commissioner/Agency Head attend facility kick-off events around the state. You should represent the agency head if he/she is unavailable.</li> <li><input type="checkbox"/> Place SEFA article on your agency's website and in employee publications with Commissioner and union endorsements. Include link to SEFA website.</li> <li><input type="checkbox"/> Be available to employees to respond to problem situations and other issues.</li> <li><input type="checkbox"/> <b>Report on campaign results every 2-3 weeks (schedule TBD).</b></li> <li><input type="checkbox"/> Follow up on those sites not reporting. Contact SEFA leaders for troubleshooting assistance.</li> <li><input type="checkbox"/> Visit SEFA website for updated information.</li> </ul>	ML
<b>October 2011</b>	
<ul style="list-style-type: none"> <li><input type="checkbox"/> <b>Report on campaign results (schedule TBD)</b></li> <li><input type="checkbox"/> Follow up on those sites not reporting. Contact SEFA leaders for troubleshooting assistance.</li> <li><input type="checkbox"/> Visit SEFA website for updated information.</li> <li><input type="checkbox"/> Place SEFA article on your website with preliminary results and recognize those areas with strong performance.</li> </ul>	ML
<b>November 2011</b>	
<ul style="list-style-type: none"> <li><input type="checkbox"/> <b>Report on campaign results (schedule TBD)</b></li> <li><input type="checkbox"/> Follow up on those sites not reporting.</li> <li><input type="checkbox"/> Visit SEFA website for updated information.</li> <li><input type="checkbox"/> Place SEFA article on your website with preliminary results and recognize those areas with strong performance.</li> </ul>	ML
<b>Activity</b>	<b>Primary Responsibility / Status</b>

<b>December 2011</b>	
<input type="checkbox"/> <b>Report on campaign results (schedule TBD)</b> <input type="checkbox"/> Follow up on those sites not reporting. <input type="checkbox"/> Finalize all campaigns and ensure that pledges are submitted to your payroll office by 3 <sup>rd</sup> week in December. <input type="checkbox"/> Look for OSC Payroll Bulletin. <input type="checkbox"/> Visit SEFA website for updated information. <input type="checkbox"/> Place SEFA article on your website with preliminary results and recognize those areas with strong performance.	ML
<b>January 2012</b>	
<input type="checkbox"/> Send thank you letter from your Commissioner/Agency Head to all SEFA volunteers and to those high performing and significantly improved areas. <input type="checkbox"/> Feature results/successes of campaign in your employee publications and website. <input type="checkbox"/> Obtain Certificates of Appreciation, if available from local United Way, for distribution to committee members and solicitors. <input type="checkbox"/> Conduct recognition program.	ML
<b>February 2012</b>	
<input type="checkbox"/> Arrange for year round coverage of SEFA campaign in your employee publications.	

## PUBLIC EMPLOYEE UNIONS

Contact	Union
Mr. Thomas J. Mallon, Jr. President	9th Judicial District Court Employees Association 300 Hamilton Avenue, Suite 412 White Plains, NY 10601
Mr. Brian DiGiovanna President	Assn of Surrogates & Supreme Court Reporters 60 Centre Street, Room 251 New York, NY 10007
Ms. Barbara G. Brown, Esq. Chair of the Executive Board	Law Assistants, Trial Parts. 6 Woodland Place Great Neck, NY 11021-1027
Mr. Danny Donohue President	Civil Service Employees Association, Inc. 143 Washington Avenue Albany, NY 12210
Mr. Patrick G. Cribbin President	Court Officers Benevolent Assn. of Nassau County 839 Stewart Avenue, Suite B Garden City, NY 11530
Mr. Gerald Brown Vice President	CWA, New York Administrative Employees, Local 1180 6 Harrison Street New York, NY 10013
Mr. Ralph Carbone, President Mr. Cliff Koppelman, President	DC 37, Local 1359 AFSCME DC 37, Local 1070 AFSCME 125 Barclay Street New York, NY 10007
Mr. Richard Harcrow President	NYS Correctional Officers & PBA 194 Washington Avenue Albany, NY 12210
Mr. Kevin Scanlon President	NYS Court Clerks Association 170 Duane Street New York, NY 10013
Mr. Dennis Quirk President	NYS Court Officers Association 321 Broadway, 6th Floor New York, NY 10007
Mr. Matthew Tynan President	NYS Police Investigations Association, IUPA Local #4 507 Weatheridge Drive Camillus, NY 13031
Mr. James Carr President	NYS Supreme Court Officers Association 299 Broadway, Suite 1100 New York, NY 10007

Contact	Union
Ms. Barbara Zaron President	Organization of NYS Management/Confidential Employees 3 Washington Square Albany, NY 12205-5523
Mr. Daniel M. DeFredericis President	Police Benevolent Assn. of NYS State Troopers 112 State Street - 12th Floor Albany, NY 12207
Mr. Kenneth Brynien President	Public Employees Federation 1168-70 Troy Schenectady Road P.O. Box 12414 Albany, NY 12212
Mr. James Lyman President	Security & Law Enforcement Employees, Council 82 63 Colvin Avenue Albany, NY 12206
Mr. Phil Smith President	United University Professions 800 Troy-Schenectady Road Latham, NY 12110

#### LOCAL SEFA COORDINATORS

SEFA Region	SEFA Coordinator Contact	email	Phone
Allegany County	Julie Briggs Cunningham	<a href="mailto:acuw@verizon.net">acuw@verizon.net</a>	585-593-0020
Broome/Chenango/Tioga	Sandy Mitchell	<a href="mailto:smitchell@uwbroome.org">smitchell@uwbroome.org</a>	607-729-2592
Capital Region	Joseph Guastella	<a href="mailto:jguastella@unitedwaygcr.org">jguastella@unitedwaygcr.org</a>	518-456-2200 Ext: 121
Central New York	Craig Collie	<a href="mailto:ccollie@unitedway-cny.org">ccollie@unitedway-cny.org</a>	315-428-2216
Chautauqua County	Lisa Sunday	<a href="mailto:lisa@unitedwayncc.org">lisa@unitedwayncc.org</a>	716-366-5424
Chemung County	Curt Bailey	<a href="mailto:cbailey@uwst.org">cbailey@uwst.org</a>	607-936-3753
Clinton, Essex, Franklin, Hamilton	Kathy Snow	<a href="mailto:KATHY@UNITEDWAYADK.ORG">KATHY@UNITEDWAYADK.ORG</a>	518-563-0028
Cortland County	Cynthia Eberhart	<a href="mailto:director@cortlandunitedway.org">director@cortlandunitedway.org</a>	607-756-5639
Delaware/Otsego Counties	Terry Capuano	<a href="mailto:uwaytf@stny.rr.com">uwaytf@stny.rr.com</a>	607-432-8006

Duchess County	Jennifer Lange	<a href="mailto:jlange@unitedwaydutchess.org">jlange@unitedwaydutchess.org</a>	845-471-1900 Ext: 114
Herkimer/Madison/Oneida Counties	Sophie Jouben	<a href="mailto:sophie.jouben@unitedwaygu.org">sophie.jouben@unitedwaygu.org</a>	315.733.4691 x226
Jefferson/Lewis	Tobi Darrah	<a href="mailto:campaign@nnyonline.net">campaign@nnyonline.net</a>	315-788-5631
Long Island	Millie Lucas	<a href="mailto:mlucas@unitedwayli.org">mlucas@unitedwayli.org</a>	631-940-3732
New York City	Sheila O'Conner	<a href="mailto:sheila@sefanyc.org">sheila@sefanyc.org</a>	646-496-0315
Niagara Frontier	Marilyn Wilson	<a href="mailto:marilyn.wilson@uwbec.org">marilyn.wilson@uwbec.org</a>	716 887-2632
Orange County	Jessica Callihan	<a href="mailto:jcallihan@uwoc.org">jcallihan@uwoc.org</a>	845-457-4774
Greater Rochester	Rodney Young/Marge McDuffey	<a href="mailto:rodney.young@uwrochester.org">rodney.young@uwrochester.org</a>	585-242-6490
Rockland County	Jacki Goldstein	<a href="mailto:j.goldstein@uwrc.org">j.goldstein@uwrc.org</a>	845-358-8929
St. Lawrence	Kristina Barker	<a href="mailto:uwadmin@nnyonline.net">uwadmin@nnyonline.net</a>	315-788-5631
Steuben/Yates County	Curt Bailey	<a href="mailto:cbailey@uwst.org">cbailey@uwst.org</a>	607-936-3753
Sullivan/Ulster	Kaytee Warren	<a href="mailto:unitedwaysullivan@verizon.net">unitedwaysullivan@verizon.net</a>	845-794-1771
Tompkins/Schuyler	Ann Colt	<a href="mailto:acolt@uwtc.org">acolt@uwtc.org</a>	607-272-6286
Westchester/Putnam	Lois Parker	<a href="mailto:lparker@uwwp.org">lparker@uwwp.org</a>	914-997-6700 Ext: 719