



National Relief Charities

Building Strong, Self-Sufficient American Indian Communities

2012 EFFECTIVENESS REPORT

This document outlines National Relief Charities’ mission, vision, programmatic goals and strategies for achieving our goals, capacity for achieving our goals, methods of measurement, and progress.

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SECTION 1: ORGANIZATIONAL PURPOSE

Vision: Strong, self-sufficient American Indian communities

Mission: To help American Indian people improve the quality of their lives by providing opportunities for them to bring about positive changes in their communities

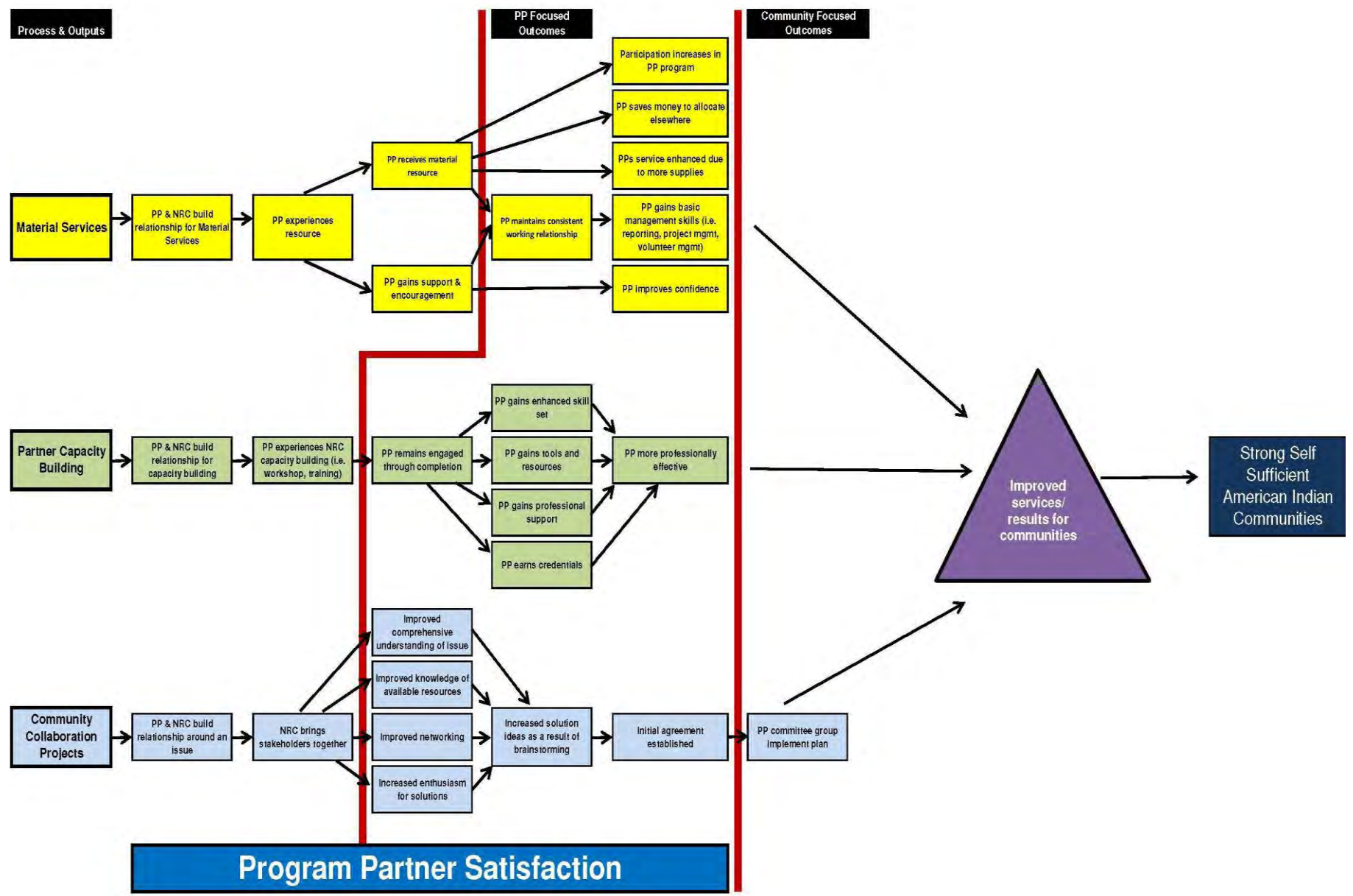
Logic toward vision and mission:

NRC’s effectiveness measurement framework is grounded in Theory-Based Evaluation. Because of this, it is important that we clearly identify the underlying hypotheses of how and why our services will impact the needs in Indian country and contribute to stronger, more self-sufficient American Indian communities. We do this through our logic model.

This model illustrates the relationships between programmatic inputs, processes, outcomes and impact. It identifies both partner-focused outcomes and community-focused outcomes. The three primary NRC services work to bring about change on both levels and the relationships between these elements are demonstrated on our logic model.

We frequently reference our logic model to help explain how we expect our services to lead to results, to show what will result from new programmatic initiatives, and to ensure that new initiatives contribute to outcomes that lead to our vision. We also use the model to identify our long term outcomes that are then broken down into more actionable goals, strategies and indicators. Our logic model is a key planning and communication tool.

NRC LOGIC MODEL



SECTION 2: OUR 2013 PROGRAMMATIC GOALS & STRATEGIES

Our programmatic focus for 2013 is to deliver strong results in existing services; continue to advance the development and impact of newer service strands; and focus on relationship development with partners, other service providers, and donors to ensure the best results possible in our communities.

Goal 1: *Continue development of, and deliver strong results with, our high-impact, sustainable services*

Goal 1 Strategies:

- Improve long-term impact and develop an element of sustainability to the Southwest Home Improvement service
- Produce strong results in the enhanced Plains Winter Fuel service that goes well beyond the distribution of wood
- Demonstrate strong results in the next level of development for Plains Project Grow and gardens on the Pine Ridge Reservation
Produce a well-utilized **"kit" for Cooking on the Rez that is integrated into existing reservation programs concerned about nutrition**, to help ensure positive results
- Revise the current line-up of grant opportunities in the Education area for greater impact
- **Identify the next enhanced service for NRC's focus in 2014**
- Revise our dashboard and monitor the results of our overall high-impact service

Goal 2: *Improve the activity and maintain the satisfaction of our Material Services Program Partners*

Goal 2 Strategies:

- Match the 2011 request volume and number of active partners in both regions (Plains and Southwest)
- Meet the 2013 budget for distribution of donated inventory
- Outreach to areas identified for Program Partner recruitment that leads to highly engaged, active partnerships
- Improve the perceived level of engagement with Partners through appropriate contact levels
- Execute well thought out partner appreciation activities that contribute to satisfaction, engagement, and improved networking
- Maintain or increase our level of Program Partner satisfaction
- Maintain or increase the level of impact NRC has on its Partner programs

Goal 3: *Continue development and improve the impact of our Training Service*

Goal 3 Strategies:

- Deliver the SW training video effectively to Program Partners, and monitor response for next steps
- Put in place an effective online Program Partner networking model
- Test for and determine the best approach to offer training to Partners for maximum impact
- Develop new training as required to support special projects

- Support and monitor new Partner trainers responsible for delivering training support to novice gardeners
- Revise our dashboard to reflect the desired outcomes of the service

Goal 4: *Ensure a good selection of inventory with no increase in the cost to acquire it*

Goal 4 Strategies:

- Ensure Material Service staff understand the training service
- Expand relationships with and procure product from NPOs that work with materials
- Maintain all current NPO GIK relationships, and ensure at least their current level of material support
- Utilize a grant writer to locate leads on manufacturers that have products we need
- Secure donations directly from manufacturers
- Meet the GIK revenue budget
- End the year with a maximum of \$8M in inventory

Goal 5: *Increase involvement with other NPOs and service providers in the areas where we work*

Goal 5 Strategies:

- Determine NPOs, resource providers, and task groups that have similar interests and goals to NRC, and with whom we would like to be involved to advance services
- Engage with 3 new groups in each NRC region
- Represent our mission, strengths, and priorities well while participating in the network
- Explore joint project possibilities

Goal 6: *Continue to enhance our positive image to partners, industry peers, and the general public*

Goal 6 Strategies:

- Proactively share meaningful program results with the media and general public
- Participate in events to raise awareness of NRC and conditions in Indian country
- Maintain our positive image with Program Partners and the NPO industry

SECTION 3: OUR 2012 RESULTS & LESSONS LEARNED

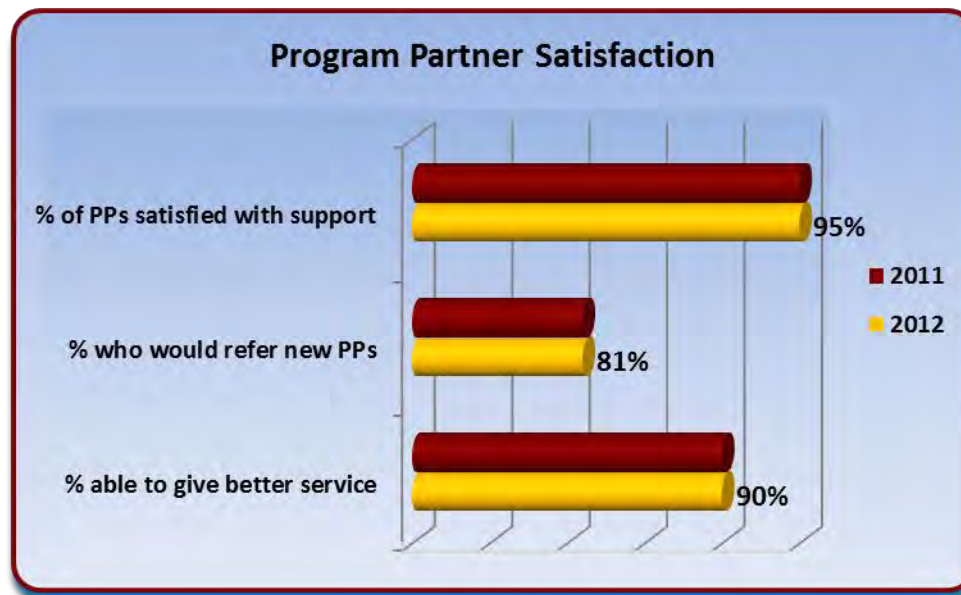
Our programmatic focus in 2012 was to stabilize the growth of Material services; further develop and integrate our high-impact services into existing work flow and partner relationships; and move forward documentation and dissemination of our service results.

Goal 1: *Maintain the number of material service requests with no decrease in partner satisfaction or adverse effect on partner/community relationships.*

Results: *The total number of active Program Partners decreased due to a combination of attrition and a planned reduction in outreach. Thus, the overall number of requests decreased. Yet, the average number of requests per partner increased – meaning that partners were engaged and making good use of NRC programs – and partner satisfaction remained stable.*

Material Services: After several years of growth in program requests, NRC needed to stabilize growth in 2012, both to preserve our service quality and to control our costs. To address this, we decreased outreach and follow up, but this led to greater attrition of partners than expected (8.7%). By mid-year, we recognized the over-correction, made some service adjustments, and saw our numbers climbing back to targeted levels. As a result, we ended the year with over 1,100 active Program Partners who each made more requests, on average, than they did in 2011 (5.4 requests per partner).

Partner Survey: We met our goal of maintaining partner satisfaction levels. In the spring, our annual Program Partner survey was administered to all of our active partners. We had 589 respondents. Their ratings and feedback confirmed that satisfaction with NRC support remains high.



Need & Efficiency: In 2012, NRC identified one reservation that no longer needs our services. We also identified several reservations that are not cost-effective to reach, due to extreme distances and the cost of fuel. The decision to phase out these areas effective January 1, 2013, will enable NRC to maximize our resources with high impact services and reservations that still need our help. We continued to support the following reservations at varying levels last year and to assist them with transitional plans:

- Fort Berthold, which had a natural gas boon that created economic opportunities for the tribe and its members
- Reservations in Nevada, which had few partners and were 16 hours one-way from our Southwest distribution center
- Reservations in Oklahoma, which had few partners and were 20 hours one-way from our Southwest distribution center



Goal 2: *Improve the impact and longer-term results of select existing special projects*

Results: *NRC completed two existing high-impact projects in 2012 (Project Grow and Healthy Food Demonstrations). We also identified and began planning two new high-impact projects that will complete in 2013 (Winter Fuel and Cooking on the Rez).*

All of our high-impact projects are extensions of and enhancements to Material Service projects already offered by NRC. One primary difference between Material Services and High-Impact collaboration services is the degree of influence NRC has over the overall programmatic results of the projects involved. We understand that, through our relationships in reservation communities, we can increase the likelihood of high impact, sustainable projects that are truly community-based initiatives – created and driven by local people and entities, with NRC and other local resources playing a support role. Our 2012 high-impact projects were focused in the Plains and integrated into the work of existing program staff. In 2013, we will also focus on high-impact projects in the Southwest.

Project Grow: This effort was focused around the [gardening movement](#) on the Pine Ridge Reservation, although the Crow Creek and Lower Brule reservations also participated in the project. NRC helped lead an organized, collaborative committee of service providers and Pine Ridge community members that were interested in gardening as a means to improved access to healthy food, economic opportunity, increased exercise, and community cohesiveness. Collaborators included SDSU Extension program, Oglala Lakota College's Department of Agriculture, Lakota Funds, Thunder Valley Cooperative, Can Wigmunke, Hunkpati Investments, Oyate Teca Youth Center, and the Oglala Sioux Tribe Health Education program.

In this effort, NRC is recognized for our ability to gather people, execute well-attended and on-target training, the experience and resources to till gardens, distribute seeds, follow up, and evaluate results. We managed the application process for garden tilling; tilled the gardens; provided seeds and tools for community gardens; provided fruit trees for additional crops; and provided supplies for a greenhouse and canning kitchen. We also helped two new garden clubs get started; provided training to support novice gardeners; and provided **training on food preservation, which enabled some people to offer their produce at the farmer's market.** We also helped gardeners get their produce for the market, which is now set up to accept EBT cards. A garden was started in Kyle that serves as a model for other Pine Ridge communities. Our final step is this project will be building waist-high garden boxes for use by Elders and persons with disabilities; the lumber for this was donated.



Healthy Food Demonstrations: As a result of Project Grow activities, NRC learned that on the Rosebud Reservation youth are often responsible for food shopping and preparing meals for their families. Often, [teen shoppers](#) choose higher-priced items with little nutritional value. NRC put together a collaborative committee to address this issue. Working with the committee and youth volunteers, NRC staged a food demonstration on the day that monthly EBT benefits came out – the day when most people tend to shop. Through this event, we were able to assist young shoppers in exploring healthy food options, learning how to budget their food benefits, and learning how to make a few healthy, inexpensive meals. Program Partners prepared healthy, easy recipes for food tastings, and they incorporated fresh foods which many young people do not purchase or have never tried.

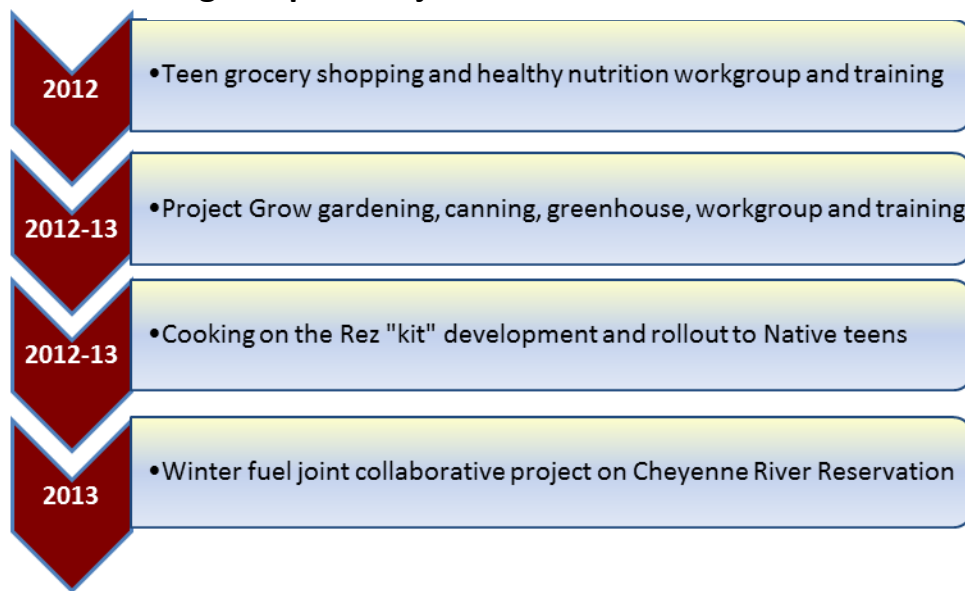
Post-event surveys showed that participants enjoyed the event, learned from it, and bought some different foods as a result of the training. The store also reported that more fresh food and other items were purchased on the days the events were offered. Local committees are now established in two Rosebud communities are capable of continuing the food demonstration/training events. **NRC's support is no longer needed in this project.**

Cooking on the Rez: This project is a spin-off from the Healthy Food Demonstrations. NRC secured funding from the Cigna Foundation and Newman’s Own Foundation to develop a “kit” of nutrition information, recipes, traditional food recipes, and cooking supplies that will help improve nutrition information and cooking skills for young people living on American Indian reservations. We call this the “Cooking on the Rez” kit. To date, NRC has fully developed the project plan, conducted a focus group to gather ideas about content for the kit and what will make it appealing to teens, and sourced nutritionists to help with development. The “kit” will be completed in 2013, and a community rollout will be executed to ensure adoption by teens and a successful impact of their cooking skills and health.

Winter Fuel: For many years, we have distributed firewood for Elders on the Pine Ridge Reservation. While this helped with their winter fuel budgets, it did not lead to any lasting change or sustainable service for the communities involved. We know that a wood project has the potential for higher impact and sustainability, so in 2012 we gathered Program Partners and local service providers who are concerned about the wellbeing of Elders and winter emergencies. This helped us get connected with the U.S. Forest Service and the U.S. National Guard, which led to a new wood project being formulated for the Cheyenne River Reservation.

The Forest Service will provide wood for Elders on the Cheyenne River Reservation at no cost, and the U.S. National Guard will move the wood to the communities we identify through our Program Partners. The National Guard is also using the project as an opportunity to train soldiers for engineering and logistics maneuvers and working with cross-cultural communities. The first wood from this collaboration will be delivered in June, 2013. The project also has the potential to encompass jobs training.

High-Impact Project Timeline



Goal 3: *Fully develop and structure the collaboration service.*

Results: *NRC fine-tuned this strand of service as high-impact projects that involve collaboration of local resources and community members, and which lead to high-impact, sustainable solutions within a period of 5 years.*

Two years ago, NRC added this new service strand to our program logic model. While greatly needed, our Material Services address primarily immediate and basic needs. The High-Impact Services help us move us toward our vision of strong, self-sufficient American Indian communities. We are working on critical issues such as food insecurity, nutrition-related health issues, and winter fuel.

Development & Lessons Learned: In 2012, NRC learned that the success of these projects depends greatly on the working group, and it's important for the group to be comprised of local resources and community members. With an effective working group, new projects arise organically, building one success upon another. Thus, a key contribution that NRC can make is to join existing working groups, or bring together separate working groups for higher impact, or establish a working group around an issue if none exists. Our participation and resources have been welcomed on existing committees such as the Food Insecurity Task Force on Pine Ridge. In our gardening project, several groups were working on the issue, but we helped bring them together, which led to a better project. And with our cooking project, we took the lead in starting a work group. NRC also has other capacities that are key to high-impact, community projects. For example, we can draw on our strong network of Program Partners and our track record for getting people to events. We also have experience working in many different communities, a training capacity, and a project monitoring capacity, as well as labor, delivery resources, and materials.

Impact Measurement: The potential projects that fit into this service strand involve:

- A structured, collaborative effort
- Address a core factor that perpetuates poverty
- Can be sustained by the community within 5 years
- Are action-oriented and results-driven
- Involve something that NRC can contribute that is not currently offered by another local resource.

Our outcomes measurement and dashboard will be changed to reflect this.

Goal 4: *Advance the effectiveness of the training services.*

Results: *NRC delivered several new Training classes in 2012, identified training needed among our Southwest partners, and improved our training effectiveness based on pre- and post-testing and qualitative feedback.*

Training is the third strand of service in our program logic model. The purpose of our Training service is to help Program Partners become more professionally effective in serving their communities.

Training Classes: Our Material Services team interacts with Program Partners daily. Because of this and their existing relationships, they were able to identify partners in need of training and help fill our formal Training classes, as a normal part of their workflow. NRC held 7 formal Training classes in 2012 related to management, technology basics, and emergency preparedness. NRC also implemented pre- and

post-testing in 2012, and 93% of participants reported gaining professional knowledge from the Training session(s). Through follow-up calls made several weeks after the training, we also determined that partners are putting to use what they learned; they were able to cite specific ways they used the Training information in their work. We will be refining our evaluation method for the Training service in 2013.

In addition to the classroom trainings mentioned above, NRC developed specialized trainings to support our High-Impact projects. Specifically, to support new gardeners under our Project Grow effort, we held trainings on garden basics and composting, how to run meetings, and how to organize a garden club. We also held some train-the-trainer workshops and, in 2013, participants from these workshops will be able to conduct additional training with novice gardeners in their communities.



SW Focus Group: In March 2012, NRC conducted a focus group among our Southwest Program Partners to identify specific training needs. They echoed the training needs that were cited by Plains partners but also brought forward additional requests. For instance, they wanted specific training on NRC processes that can stream on our partner website or be provided on a DVD. They also wanted some training in Native language, particularly Navajo. And they wanted to understand which other programs in their communities work with NRC for possible teamwork to improve overall services. Our Southwest program team wrote the NRC-specific training requested at the focus group, and our Vista volunteer filmed the staff walking partners through our processes. We are currently editing the work into a training video that will be rolled out to our Southwest partners in 2013. Other insightful feedback from the focus group will help us advance our Training offerings in 2013.

Training & Resource Site: The purpose of our [Training & Resource](#) site is to provide training materials and resources relevant to the needs that our Partners identified in past years. It is also a place where partners can interact, network, and post questions or updates about their programs. In 2012, we updated the website to make it more interactive and user-friendly. We also noticed a spike in use immediately **following trainings, but we'd like to see more online networking. It is possible that a more traditional channel for social networking would attract more engagement, and we'll be exploring this in 2013.**

Goal 5: *Improve overall departmental efficiencies and decrease expenses without decreasing service quality.*

Results: *NRC reduced expenses in every aspect of our operation, to achieve the desired level of savings.*

Cost Reductions: Our largest cash expenses include product acquisition, shipping, repairs and maintenance, staffing, and educational grants and scholarships. In 2012, we significantly reduced expenses in all of these areas, without disrupting quality of service to our Program Partners. Some positions were eliminated related to outreach and procurement, and when attrition occurred, we often did not refill the positions. We began utilizing a Vista volunteer, which eliminated the need for a seasonal hire. We saved \$.5M on purchased inventory. In-bound shipping was down 10% by pursuing free shipping of donated products, and warehousing supplies was reduced 20%.

Despite having to maintain two large distribution centers, seven delivery vehicles, several passenger vehicles, and aging heavy equipment, as well as having to replace one delivery vehicle, we held repair and maintenance costs to 2011 levels. For 2013, we expect a capital expenditure for a delivery truck and trailer in the Southwest, before this aging equipment has an adverse effect on our service to partners. We also expect to redouble our efforts in procurement and to reallocate some of our educational spending from challenge grants to transitional camps. The latter will help more Native American students successfully make the transition from high school to college.

NPO/GIK Relationships: In the Plains, we expanded our NPO relationships primarily with regards to our High-Impact projects. We expect our relationships with [SDSU Agricultural Extension](#) and [Lakota Funds](#) to hold particular promise for efficiency and impact on shared future projects. In 2013, we will continue to expand networking with other NPOs and service providers for High-Impact projects. We were less successful in expanding our relationships with NPOs interested in donating products or donating with free shipping. Only one such donor was added in 2012, [Clean the World](#). We did, however, secure more donated product from our existing NPO relationships than in 2011, especially for our large school supply inventory.



Goal 6: *Enhance our positive image to partners, industry peers and the general public.*

Results: *NRC advanced our visibility and image through partnership, collaborative, media relations, and watchdog efforts.*

Partners & Peers: In 2012, NRC worked with more regional industry peers around the issues of food insecurity, disaster response, and higher education. In addition to our collaborations with service providers around our High-Impact projects, we also participated in opportunities with [Native Americans in Philanthropy](#), a group that **convenes many people and groups whose goals align with NRC's**. Our AIEF team contributed to panels and publications about student retention, in conjunction with the [National Scholarship Providers Association](#). All of these efforts contributed to a positive public perception of NRC, our capabilities, and our contributions.

Our annual survey also showed that Program Partners have a positive perception of NRC and would refer potential new partners to us. Maintaining strong relationships with our network of over 1,000 Program Partners is important – it is only through these trust relationships that we can tell our story. Photos and success stories shared by Program Partners made their way into the [Chronicle of Philanthropy](#) and online news outlets and magazines in 2012.

Public Education & Awareness: Through all of our PR-driven channels, NRC reached an estimated 4.5 million people in 2012. We maintained our validation standings with watchdogs as a [GuideStar Exchange Member](#), a [Top-Rated Charity](#) on Great Nonprofits, and a [Best in America](#) charity by Independent Charities of America. We also advanced NRC's public reporting and transparency by participating in [Charting Impact](#) and the new [Giving Library](#), both efforts to better equip donors for giving decisions. Readers of the [NRC Blog](#) increased 50% by fourth quarter. We attribute this to adding two Native American guest bloggers and focusing on the fact that what most Americans know about American Indians they learn on TV and it is inaccurate. We recognize that this affects the understanding of history and conditions today and potentially support for our cause. We feel that we are publishing more accurate information that people need to know, while also building an audience for NRC.

News Stories

- Jan 13, 2013 [Local foods classes growers in Kyle](#) (Rapid City Journal)
- Jan 08, 2013 [AIEF scholarship deadline set for April 4](#) (Cherokee Phoenix)
- Jan 01, 2013 [A Grassroots Story](#) (Whisper 'n Thunder Magazine)
- Oct 01, 2012 [Heart and Hope for All](#) (Whisper n Thunder Magazine)
- Sep 20, 2012 [UN Report Chastises US for Status of Native Population](#) (IPS)
- Aug 07, 2012 [National Relief Charities, Hopi Project](#) (The Hopi Tuteveni)
- Jul 01, 2012 [A Miracle, Commitment & Loss](#) (Whisper 'n Thunder Magazine)
- Apr 04, 2012 [Crow Creek Healthy Choices](#) (Native Sun News)
- Apr 01, 2012 [Dakota Moves on Crow Creek](#) (Whisper n Thunder Magazine)
- Feb 01, 2012 [Retaining 95% of Native students in College](#) (SAY 2012 Education Guide)
- Jan 19, 2012 [Protecting American Indians from Poverty's Chill](#) (Posted with permission of Philanthropy)
- Jan 01, 2012 [Can Elders Get Frostbite at Home?](#) (Whisper 'n Thunder Magazine)

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NAJA
Public Assistance Foundation Association

PRSA
Public Relations Society of America

SECTION 4: OUR 2012 QUALITATIVE PROGRESS

The program staff of National Relief Charities spends a good deal of time in the field with our reservation Program Partners for capacity building, research, and assistance at distributions. We also conduct focus groups and spend extensive time on follow up calls with partners after each provision of material goods. These activities yield qualitative insights about our effectiveness with our partners and communities. This and quantitative measures guide NRC on how to adjust our programmatic goals and strategies.

When our Program Partners request support, **it's** always for critical concerns in their communities – and one is always health. Cardiovascular disease is now the leading cause of death among American Indians, and about 36% of American Indians with heart disease may die prematurely (before age 65). The heart disease is closely associated with the high rate of diabetes. Cancer-related disparities are also higher for American Indians than for others in the U.S. On the Pine Ridge Reservation, the cervical cancer rate is 500% higher than the U.S. norm. This is mainly due to poverty and lack of access to adequate healthcare and nutrition. So you can see why our Program Partners participate so heavily in our Community Events and Healthy Living services.

Karen Red Star is one of our long-time Program Partners on the Pine Ridge Reservation. **It wasn't a bullet lodged near the heart that almost took Karen's life. It was undiagnosed heart disease... which came from having rheumatic fever as a child.** Karen went to the Mayo Clinic Hospital for heart valve replacement surgery. She could have stayed home because of her shoulder wound or her heart condition. But Karen is a **survivor and wanted to be a living example that, in spite of what you're dealing with, you can have a meaningful life.** And she has done that. A full-blood Oglala Sioux, Karen works hard for her tribe and community service is a big part of her life.

With Karen's help, a Pine Ridge walking club was started, good medicine for diabetes. Understanding the high cancer rate, Karen worked with OST tribal administration in 2012 to have June declared as Native American Cancer Month. She organized a Cancer Awareness Day that NRC supported with supplies and incentives through our SNRF Community Events service. The panel of cancer survivors was inspirational and captured the attention of community members, just as Karen had hoped. Karen also uses other NRC services to support health and wellness in her community, such as AIRC Healthy Living for personal hygiene and other health items, and our NAA Grow service for fresh produce, potatoes, and apples for Elders. Now the Director of OST Health Education, you can hear Karen on KILI radio every Monday from 2-3 PM talking about healthcare and helping others be survivors.

For more qualitative stories from 2012, please read these stories from our pressroom:

- Retaining 95% of Students in College <http://bit.ly/retainingAIEFstudents>
- Dakota Moves on Crow Creek <http://bit.ly/DakotaMovesonCrowCreek>
- National Relief Charities, Hopi Project <http://bit.ly/NRC-HopiProject>

SECTION 5: OTHER NRC REPORTS & PROGRESS

Other information about NRC's work in Indian country and our recent progress with Program Partners and participants is also made public through these reports and online channels:

- Our 2012 IRS Form 990 reflecting current status and operations is posted online at http://www.nrcprograms.org/site/DocServer/2012_Form_990.pdf?docID=4261
- **National Relief Charities' 2012** annual report is posted online at http://www.nrcprograms.org/site/DocServer/2012_Annual_Report.pdf?docID=4262
- **National Relief Charities' 2012** effectiveness report is posted online at http://www.nrcprograms.org/site/DocServer/2012_Effectiveness_Report.pdf?docID=4263
- National Relief Charities is a GuideStar Exchange Member. Our audited financials are available online at http://www.nrcprograms.org/site/DocServer/2012_Financial_Audit.pdf?docID=4264
- Our 2011 IRS Form 990 is posted online at http://www.nrcprograms.org/site/DocServer/2011_Form_990.pdf?docID=3821
- Our 2011 annual report is posted online at http://www.nrcprograms.org/site/DocServer/2011_Annual_Report.pdf?docID=3822
- Our 2011 effectiveness report is available online at http://www.nrcprograms.org/site/DocServer/2011_Effectiveness_Report.pdf?docID=3823
- Our 2011 audited financials are available online at http://www.nrcprograms.org/site/DocServer/2011_Financial_Audit.pdf?docID=3881
- More of our impact stories are online at http://www.nrcprograms.org/site/DocServer/Impact_Stories.pdf?docID=2646
- Our NRC overview brochure is online at http://www.nrcprograms.org/site/DocServer/NRC_Brochure.pdf?docID=2601
- Recent progress reported through press releases and other media is also online at www.nrcprograms.org/PR
- Important news on Indian country or NRC is at www.twitter.com/NRCprograms and www.twitter.com/NRCOntheRez.
- Finally, issues that concern NRC and the humanitarian industry as a whole are on the NRC blog at www.blog.nrcprograms.org

SECTION 6: NRC's CAPACITY / EXISTING RESOURCES TO ACHIEVE RESULTS

Program Model	National Relief Charities has a tried and true program model that ensures we are able to deliver consistent and reliable support to our Program Partners. Every service we provide has specific guidelines and indicators that let us know we are delivering the right service to the right communities at the right time. Under these guidelines, the groups we serve are defined by need, age, location, the partner's service area, or other criteria that make clear who is eligible to receive a given service. This approach helps to ensure the effectiveness of our services as well as our credibility with Program Partners. Also built into our program model is accountability through trust relationships. We expect our Program Partners to care as much about the goods and services provided as we do. We give clear, written expectations to each partner about what their community must do and what NRC will do. NRC's services are effective as everyone's expectations are clear.
Human Resources	Our organization has a talented and committed staff, volunteers, and board of directors. In addition to our President, three staff directors and eleven managers oversee operations, programs and partnerships, procurement, finance, administration, and fundraising. NRC has been serving Native Americans for 20 years, and some of our original employees are still with us. Our volunteer board works with NRC because they want to make a difference. A dedicated group of volunteers also work in our distribution centers during our busy seasons, including volunteers from the reservations we serve. They assist with repackaging products, assembling Christmas stockings, and building product kits such as baby baskets. This saves on manpower and enables these people to support NRC's mission.
Intellectual Capital	Having a good understanding of the areas where you work is key to nonprofit effectiveness. NRC is steeped in knowledge of the issues, geography, culture, language, and history of Native America. We are also well versed in the programs and processes that operate on the reservations. Our entire program staff has experience working on the reservations. All of this ensures strong Program Partner relationships, effective service delivery, and maximum impact for the communities we serve.
Facilities	NRC has two strategically located program offices and distribution centers. In the Plains, NRC's distribution center is located in Rapid City, SD, which gives us affordable reach to some 25 reservations. In the Southwest, our distribution center is centrally located in Phoenix, which gives us affordable reach to points north and south of our facility. Reach is important for the communities we serve. Many of the people who live on our reservations reside in rural areas far away from health care, stores, schools, or employment opportunities. Often, they lack the transportation to get to the nearest town or facility. NRC and our distribution centers prioritize these remote areas for service. In addition to ensuring lower costs of transporting goods to the reservations, the proximity of our distribution centers to the reservations where we work has another benefit. It enables frequent visits to the reservations by program staff. These visits are integral to maintaining strong relationships and supporting our Program Partners with technical assistance and extra manpower. The visits also enable NRC to maintain a strong local presence on the reservations, which creates more familiarity for the people being served.
Materials Handling Infrastructure	In addition to two 40,000 sf distribution centers, NRC also has a full warehousing operation. This includes specialized warehousing equipment, 2 semi's (tractor trailers) and 4 box trucks used by our drivers for reservation deliveries every day, 4 pickup trucks for program staff visits to Program Partners, and a ready store of inventory that includes over 700 different types of items in each of our warehouses. Our warehousing operation also includes detailed inventory, scheduling, and logistics processes and recordkeeping. NRC is so thorough in its recordkeeping that we hand count every item that enters or leaves our warehouse. We maintain compliance with safety and other regulatory matters, and we ensure safety and emergency training for our staff. All in all, our distribution centers are well oiled operations. I think we should offer some scale on facilities and warehouse equipment.

Partner Network	Over the years, NRC has cultivated a strong network of over 1,000 Program Partners on the reservations. The partners are the backbone of NRC's services. They help us understand what products and services are needed and in what quantities. Their input is vital. Delivering the wrong goods or providing services in the wrong way can create a problem for the community we are trying to help. Thus, NRC only provides the goods and services that our Partners request. We also have Native American advisors who keep us informed about trends and changes in Indian country. They assist us with accurate messaging to the public and help us award scholarships to Native American students who are the most likely to complete the college year for which awarded. All of this input guides NRC in our partnerships, services, and results.
Professional Network	NRC has a strong industry network as well. We partner with other organizations such as the American Red Cross, VOAD (Volunteer Organizations Active in Disaster), FEMA, and food banks. This network helps NRC and others in the network respond more readily to basic needs and emergencies as they arise.
Material Donors	About half of our revenue comes in the form of in-kind donations. Our product donors are well familiar with the disparities in Indian country and support NRC's mission to do something about them. Material donors such as Matthew 25 Ministries, International Aid, and National Frozen Foods donate the products that are known needs within our service area and that directly support NRC services. Examples are quality school supplies, personal hygiene items, and winter coats, hats, and gloves.
Cash	The other half of our revenue is cash donations from over half a million individuals and foundations concerned about conditions on the reservations. NRC strives to be smart about fundraising and to remain financially stable in good times and bad. This is critical as our Program Partners look to NRC as a consistent resource and often say that NRC is "the only charity that has come and stayed." NRC is able to use cash revenue to supplement donated goods and services, to transport the goods to the partners, and to cover operational costs.

SECTION 7: OUR MONITORING & MEASUREMENT FRAMEWORK

Framework	NRC uses an outcome monitoring framework to measure the impact of our work. We have established a set of indicators for each of our goals to monitor our progress. We use multiple methods to monitor progress toward goals that are tied to our Vision through a logic model.
Qualitative	NRC collects some qualitative information from our rigorous annual partner survey. Additional qualitative information is gathered and tracked on follow-up phone calls made to partners after each distribution of material goods. Site visits are routinely made and documented to gather additional qualitative information. NRC conducts focus groups for partners and participants in certain services. Feedback from partners and impressions from staff are shared regularly among our team to help shape our service planning and development of outcomes.
Quantitative	Our quantitative outcomes are tracked in MAS 200, a customized third-party inventory and customer service software. Partners are required to submit written requests and reports each time a project completes to ensure accountability and alert our staff to training opportunities. The NRC staff is responsible for inputting quantitative information from requests and reports in MAS 200. Reports are run on those results monthly and reported in a dashboard format. NRC conducts an annual survey of our entire partner network to gather information on other outcome indicators related to quality and impact of our relationship not contained on partner monthly reports. These results are included on our dashboard but updated annually as this is the survey frequency.
Learn more about National Relief Charities and the history and conditions of the reservations we serve. Call 800-416-8102.	