

2013 PROGRAM EFFECTIVENESS REPORT

This report outlines National Relief Charities' mission, vision, program results for 2013, program goals for 2014, our strategies and capacity for achieving our goals and our measurement methods.

SECTION I: Organizational Purpose & Program Logic Model	⇒ ⇒ ⇒ page 01
SECTION II: 2013 Program Results	⇒ ⇒ ⇒ page 03
SECTION III: 2013 Impact Stories	⇒ ⇒ ⇒ page 09
SECTION IV: Other Reports & Resources for Donors	⇒ ⇒ ⇒ page 10
SECTION V: 2014 Program Goals & Priorities	⇒ ⇒ ⇒ page 11
SECTION VI: NRC's Capacity to Achieve Results	⇒ ⇒ ⇒ page 13
SECTION VII: NRC's Measurement & Monitoring Framework	⇒ ⇒ ⇒ page 14



SECTION I: ORGANIZATIONAL PURPOSE

Vision: Building strong, self-sufficient American Indian communities

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

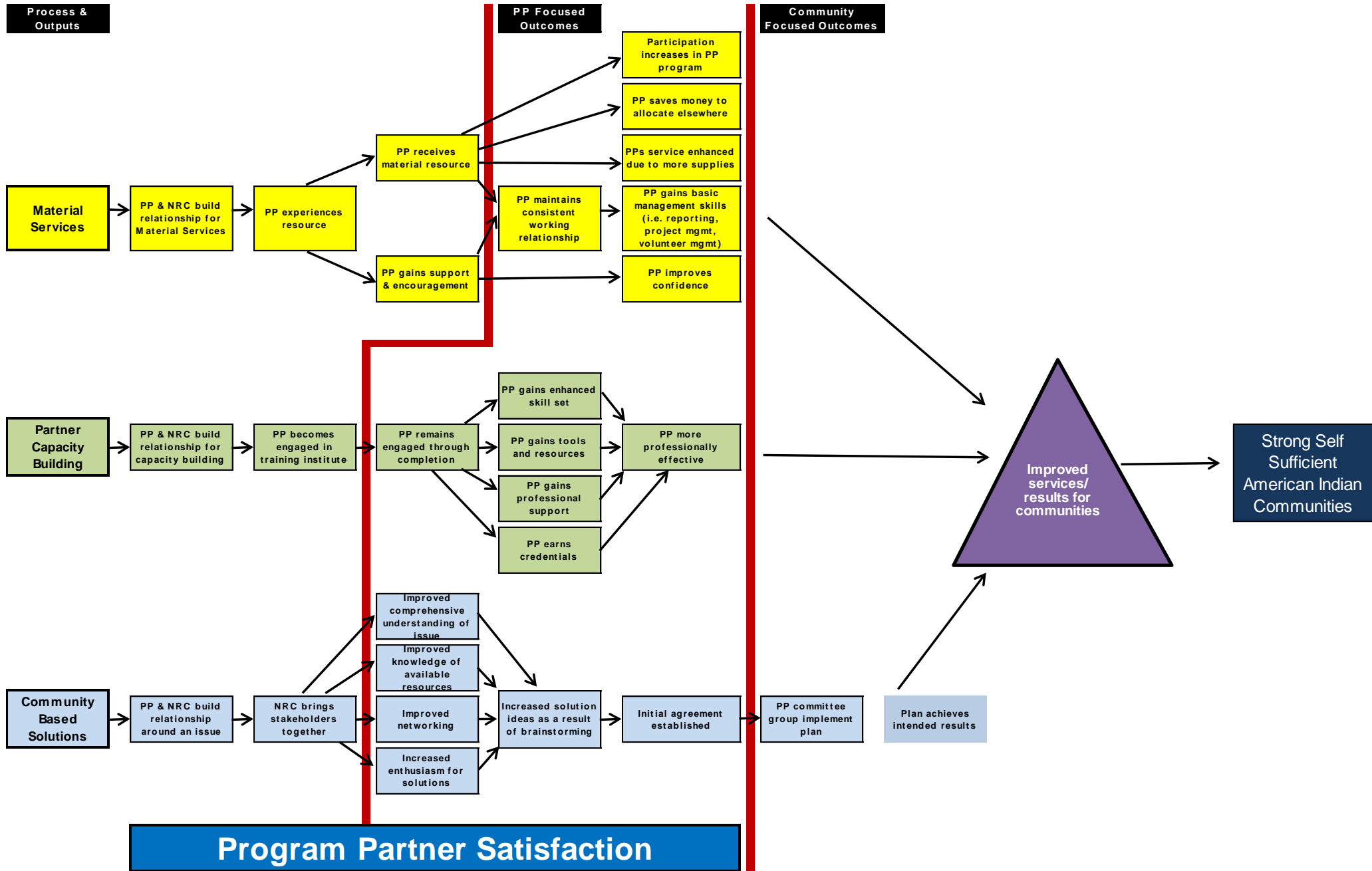
Logic toward mission and vision:

NRC has a strong program logic model or theory of change that serves as our underlying framework for program effectiveness and measurement. The model encompasses our hypotheses of how and why our services will affect the needs in Indian country and contribute to stronger, more self-sufficient American Indian communities. We base all of our services on logical and realistic efforts that are likely to produce the expected results, given the needs and approaches identified by our reservation partners.

NRC's program logic model incorporates three strands or categories of service: Material Services, Partner Capacity Building and Community-based Solutions (i.e., high-impact programs for long-term impact). We added the latter two strands about three years ago; see pages 4-8 of this report for more details. All three strands of service work independently yet simultaneously to bring about change on the partner level and the community level, which trickles down to benefit individual community members. The program logic model visually portrayed on the next page illustrates the relationships between programmatic inputs, processes, expected outcomes and impact for each service strand.

NRC's program logic model is a key driver for program planning, change and measurement. We frequently refer to this model to 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 produce outcomes that lead to our vision. The model also identifies our intended outcomes over the long run. These are broken down into actionable goals, strategies and indicators on an annual basis – the goals and results you see in this report.

NRC PROGRAM LOGIC MODEL





SECTION II: 2013 PROGRAM RESULTS

Our programmatic focus in 2013 was to deliver strong results in existing services; continue to advance the development and impact of newer service strands (capacity building and community-based solutions); and enhance relationship development with partners, other service providers and donors to ensure the best possible results in our communities.

Goal 1: *Improve the activity and maintain the satisfaction of our Material Services Program Partners on the reservations.*

Results: *In 2013, NRC met or exceeded 2012 customer satisfaction levels and enhanced our impact with Program Partners. The quality of our partner activity and engagement improved and we maintained a consistent volume of Material Services.*

In 2013, NRC employed a number of tactics to enhance the quality of our partner activities and engagement. NRC outreached to targeted areas in the Southwest region to identify potential new partners, bringing 18 reservations programs on board from the San Carlos Apache and Tohono O’odham Nation. We slightly increased regular site visits to Partner programs in both regions (Plains and Southwest) and 170 partners attended three Open House events hosted by NRC. Partner feedback on the open houses was positive and resulted in more engagement among both partners and staff. The above efforts also led to increased partner satisfaction and partner program impact.

Program Partner Satisfaction

	2010	2011	2012	2013
Partner programs that would recommend NRC to a colleague or friend	82%	80%	90%	96%
More than satisfied with the support received from NRC	83%	94%	91%	94%
More than satisfied with the explanations of services by NRC staff	83%	94%	91%	94%
More than satisfied with the request and reporting process used by NRC	75%	91%	88%	91%
More than satisfied with the overall quality of products received from NRC	81%	91%	87%	90%
More than satisfied with the variety of products received from NRC	78%	87%	82%	85%

*2013 Annual Program Partner Survey Tracking:
1130 surveys sent; 619 responses (303 Plains, 316 SW); 55% response rate*

Program Partner Effectiveness

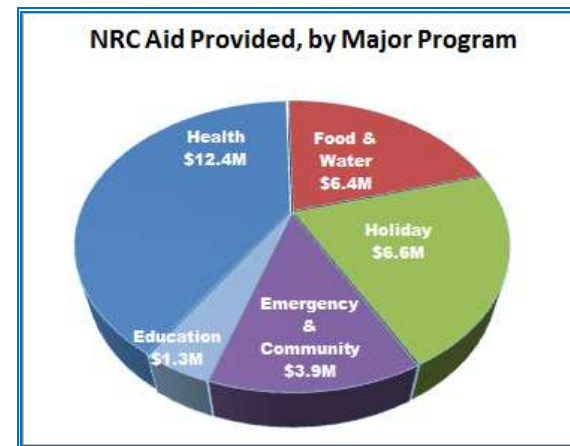
	2010	2011	2012	2013
Partners helped to a great extent be more effective with their program goals	89%	89%	86%	90%
Partners helped to a great extent in providing a higher quality of service	83%	89%	89%	89%
Partners helped to a great extent in improving their professional skills	80%	90%	88%	86%
Partners helped to a great extent in increasing funding available for use in other areas of their program	73%	80%	73%	78%

*2013 Annual Program Partner Survey Tracking:
1130 surveys sent; 619 responses (303 Plains, 316 SW); 55% response rate*

In 2013, NRC also continued to stabilize growth in Material Services, to ensure a higher quality of customer service and impact. Our reservation partner agencies submitted 5,707 requests for material goods to address immediate, critical needs. This translates to more than 5 million pounds of products valued at more than \$20 million. These products helped our partners feed 189,639 people, aid 44,606 students, supply more than 250,000 people with preventative healthcare products, bring holiday cheer to 113,997 people and provide emergency and community relief for 34,364 people. The most common needs among reservation programs were food and healthcare products.

Program Partner Requests for Material Services				
	2010	2011	2012	2013
Plains	2,958	3,433	3,235	3,262
Southwest	2,567	2,919	2,558	2,445
Total	5,525	6,352	5,793	5,707

2013 requests from 1,075 active reservation partners



All of these Material Services requests relate to NRC's major programs: healthy living, food and water, holiday, education, and emergency and community support, as shown on the 990. As such, they encompass most of the services provided under our sub-programs: AIRC, CIN, AIEF, SNRF, SWIRC, NAA, NRF and ROAR. (They do not encompass scholarships, training, grants and some collaborative services.)

NRC also produced a formal training video that the Southwest program team is using for partner training and new partner orientation. The video covers the NRC request and reporting process, introduces the program staff and their respective roles and explains the overarching goal of catalyzing and supporting stronger reservation leaders and communities. It is a direct response to a request from Southwest partner programs. NRC also updated our online [Program Partner training site](#).

Goal 2: *Continue development of and deliver strong results with our high-impact Community-based Solutions.*

Results: *NRC delivered strong results with enhanced gardening, youth nutrition, college readiness and collaborative firewood projects.*

The purpose of our Community-based Solutions service strand is to support projects that help communities long-term and move us along toward our vision of strong, self-sufficient American Indian communities. In these high-impact projects, NRC is joining and/or convening community workgroups addressing critical issues such as food insecurity, nutrition-related health issues, youth development and emergency preparedness.

Enhanced Gardening Project: The enhanced gardening collaborative on the Pine Ridge Reservation is going strong. In 2013, NRC tilled 138 individual and 14 community gardens, provided 100 fully feathered chickens and turkeys and 6 starter coops, and constructed and distributed 50 raised-garden beds for elderly and handicapped tribal members. Another new result of this collaborative effort and the growing momentum around gardening, we saw increased program partner participation at the local food grower's conference in Rapid City. This increased awareness of Native growers and has the potential to expand their market opportunities.

NRC also helped enhance infrastructure around 4 new community gardens, provided seeds and starter tools to all interested gardeners throughout our Plains service area and conducted 8 training classes on food preservation attended by 34 tribal members on Pine Ridge. Our community garden participants reported strong results.

Community Garden Evaluation **2013**

Large-scale gardens that yielded enough to sell produce	66%
Gardens that met seasonal goals for community involvement	50%
Gardens that met seasonal goals for crop yield	50%
Gardens at senior centers that used the crops in elder meals	33%

Results from 41 community garden surveys



In addition, NRC offered specialized training classes to support other gardening efforts underway. This involved training the Vista workers tending community gardens at every Elder Nutrition Center on the Pine Ridge Reservation, training novice gardeners and individual elders doing box gardens and supporting our NRC partner trainers that are responsible for training novice and advanced gardeners in the Pine Ridge gardening collaborative. Evaluations collected a few weeks after the training showed strong results.

Gardening Training Evaluation **2013**

Trainees with improved gardening skills and success after NRC training	80%
Trainees that will recommend gardening to family and friends	100%
Trainees that feel skilled enough to continue gardening next year	100%
Trainees that want to teach Native youth gardening skills	40%

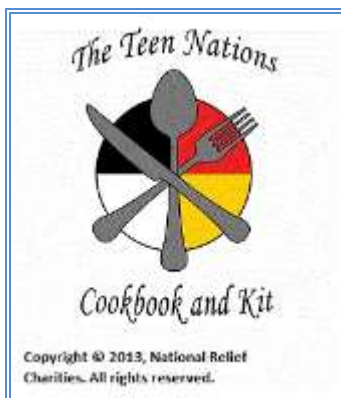
*2013 Partner & Participant evaluations on Gardening Training
18 trainings conducted; 90 training participants; 100% response rate*

Youth Nutrition Projects: NRC completed "Cooking on the Rez," our teen cookbook and kit and part of our nutrition survival effort for children of the reservation that began with Crow Creek in 2011. Now known as our "Teen Nations Cooking project," NRC organized a community rollout of the cookbook and kit to ensure adoption by Native youth. We also conducted train-the-trainer classes with the Box Elder Job Corps in South Dakota to further support the project.

In 2013, NRC executed two related Teen Nations Cooking projects:

- Little Wound High School, Pine Ridge Reservation: 50 special needs students participated in hands-on cooking and nutrition classes and prepared a community meal at the end of project. The satisfaction rating was good.
- Cheyenne River Youth Project, Cheyenne River Reservation: 30 teens participated in food safety and food service job training as well as healthy nutrition. The satisfaction rating was good.

In 2014, Cheyenne River teens plan to launch a café at the Youth Project during the summer. In addition, two additional partners will host a Teen Nations Cooking project: McLaughlin High School, Standing Rock Reservation and Santee Healthy Start Program, Santee Reservation.



"The Teen Nations Cookbook and Kit" takes a holistic approach to equipping Native youth with the skills and information they need to work around their resource constraints and eat healthy.

Native teens learn about basic cooking techniques, smart food shopping, reading food labels, cooking with government commodities and using local foods (such as bison, fish and venison) to create healthy meals at home. The cooking kit is being supported by the [Cigna Foundation](#) and by [Newman's Own Foundation](#).



College Transition Project: One of the greatest obstacles to college that Native American students face is the steep transition from reservation to campus life. In 2013, NRC revised the AIEF transition camp service to include middle school students, as middle school is the time when Native students begin to think about dropping out. NRC conducted "Step-by-Step to College" camps for pueblo and

Navajo students of the Albuquerque School District's Indian Education Program. The transition camps enhanced college readiness and positively influenced the students who attended.

College Transition Camp Evaluation **2013**
Students would recommend camp to friends & family 66%

Students gained clear expectations about attending college 100%
Students had a "positive" experience on the campus visit 100%
Students saw the value of having a college-bound peer group 100%

362 students participated; 310 provided feedback

In this camp, I learned things I couldn't really learn in school. I learned about financial aid, the different choices of colleges I have and what they're like and what a typical high school experience would be like.

This Transition Camp made me want to go to a college and maybe become something more realistic other than an actor. I say "something more realistic" because I learned that less than 1% of actors make it big... I am possibly thinking about majoring in Graphics Design or... Robotic Engineering experienced on our visit to SIPI.

Collaborative Firewood Project: For many years, NRC has distributed firewood for Elders on the Pine Ridge Reservation. While this helps with their winter fuel budgets, it does not lead to any lasting change or sustainable service for the communities involved. In 2013, NRC initiated collaboration with the SD National Guard and the U.S. Forest Service to enhance our collective winter fuel efforts beyond what each group was doing separately. In this project, the Forest Service provided downed wood from the Black Hills National Forest at no cost to the Elders served. The National Guard helped move the wood (and used the opportunity as a logistics and cross-cultural training exercise). NRC's part in the collaboration was identifying other reservations in South Dakota in need of wood and then working through our Program Partners on the reservations to determine who could stockpile the wood and plan and host an orderly distribution. NRC selected the [Crow Creek](#) and [Cheyenne River](#) Reservations for this project. Through this collaboration, we delivered more than 535 cords of wood to the tribes in June 2013. The tribes will also benefit in winters to come from the important introductions and connections they made. Read more on our [Blog](#).

In 2014, NRC will continue the Enhanced Gardening and Youth Nutrition projects. NRC will also ramp up High-Impact projects in the Southwest and develop new emergency preparedness and youth development projects.

Goal 3: *Continue development of and improve the impact of our Partner Capacity Building service strand.*

Results: *NRC evaluated, researched and revamped our formalized partner training service.*

The purpose of our Partner Capacity Building service strand is to help our reservation program partners become more personally and professionally effective in serving their communities. We do this through formalized partner training. This in turn supports capacity building and effectiveness related to specialized community projects that are having a positive impact.

NRC Partner Training: In 2013, NRC closely evaluated the impact of our partner training service started in 2011. We intended this training to have wider and longer-term impact than what our program partners were reporting. NRC went back to the drawing board, researching

existing formal training formats, working with other organizations that train Native American leaders and assessing what we can do that doesn't already exist. Ultimately, NRC recognized the need to serve fewer partners with greater impact. We also realized that each partner committed to formalized training needs to have a personal and professional development plan – critical to assessing their and our progress.

Throughout 2013, NRC reformulated our formal partner training service. In 2014, we will launch the NRC Leadership Training Institute. Our established measurements will revolve around knowledge enhanced, new actions exercised by the partners trained and improved personal and professional effectiveness around multiple conditions.

Goal 4: *Ensure a good selection of inventory without any increase in the cost to acquire it.*

Results: *NRC cultivated new relationships and donations of inventory through major manufacturers, while maintaining existing relationships with organizational donors.*

In 2013, corporations such as Kroger Company, Merck, PepsiCo, Coca-Cola and Discount Lumber (Knecht) joined NRC as active gift-in-kind partners. NRC also maintained existing gift-in-kind relationships with National Frozen Foods, Crocs, Toms Shoes and major nonprofits such as Matthew 25: Ministries, International Aid and Feeding America.

Collectively, this combination of NPO and GIK product donors expanded the diversity and quality of foods, health products, school supplies and other items that NRC is able to provide to our reservation partners.

Partner feedback on monthly reports and follow-up calls indicate that the expanded variety of products helped reservation programs attract and assist their clients and the clients greatly appreciated the aid, as always.



Goal 5: *Increase involvement with other NPOs and service providers (at least six) in the areas where we work.*

Results: *NRC developed 17 new relationships with collaborators interested in sustainable solutions for the challenges in Indian country.*

In the Plains, NRC expanded our NPO relationships to support our High-Impact nutrition and health projects. Many new organizations are now involved, including program groups from SDSU Extension (Native American Programs, Food Safety Programs and 4-H Programs), Boy

Scouts of America Rapid City, the Box Elder Job Corps Program, the SD Department of Agriculture, the Intertribal Agricultural Council, USDA Rural Development, SD Value-Added Program, SD Buy Fresh Buy Local and the Black Hills Poultry Society.

Looking forward, NRC began collaborating with the South Dakota Office of Emergency Management (part of VOAD) and the Oglala Sioux Tribe Department of Public Safety on potential emergency preparedness projects. We also began exploring collaborative opportunities with Hopa Mountain, Northern Plains Tribal Epidemiology Center and the Center for American Indian Research and Native Studies (CAIRNS).

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

Results: *NRC advanced our visibility and image through collaboration, industry involvement, media relations and events.*

Through all Public Relations activities, NRC reached an estimated 8.8 million people in 2013. Photos and success stories shared by Program Partners made their way into [KTAR News](#), the [Rapid City Journal](#) and other online news outlets and magazines. Readership of the [NRC Blog](#) grew to 5,000 unique readers per month, mainly due to keeping our fingers on the pulse of issues in the news that we address and covering what people are most wanting to learn about Indian country.

NRC spoke at two regional conferences in 2013 and received recognition and donations as the “charity of choice” from the American Animal Hospital Association (AAHA) and the Huntsman Corporation. NRC participated in two major online events – #GivingTuesday and the new #STARTARYOT event on Crowdrise. We also reached out to Combined Federal Campaign participants during their annual workplace giving drive. Collectively, these events resulted in increased visibility of NRC as well as more than \$30,000 in monetary donations.

All of NRC’s work with industry peers and corporations around the issues of food insecurity, disaster response and education contributed to public awareness of NRC and our cause in 2013. In our annual survey, more than 600 program partners reported high customer satisfaction and improved effectiveness as a result of working with NRC, and 96% would refer potential new partners to us. NRC also maintained its validation ratings with [GuideStar Exchange Member](#) as a Gold Exchange member, with [Great Nonprofits](#) as a top-rated charity and as a [Best in America](#) charity with Independent Charities of America. All of these collective efforts contributed to a positive public perception of NRC, our capabilities and our contributions.





SECTION III: 2013 IMPACT STORIES

The program team 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 and services. These activities yield qualitative insights about our effectiveness with our partners and communities. This, our annual partner survey and other quantitative measures guide NRC on how to adjust our program goals and strategies.

When our reservation Program Partners request support, it is often for immediate, critical needs such as access to healthy food. Many reservation communities are located in food deserts, void of fresh fruit, vegetables or whole foods and no car or grocery store within 10 rural miles – the USDA definition of a food desert. Food insecurity is higher among Native American families than any other families in America (23%). Poverty is the main reason. Poverty affects 1 to 2 out of every 3 people on the Navajo, Rosebud, Pine Ridge, Lower Brule, Crow Creek and other reservations that NRC serves (38% to 63%). The persistent lack of jobs on American Indian reservations further intensifies the nutrition and health needs. In fact, obesity and diabetes are closely linked to poverty and food insecurity. Thus, it is clear why our Program Partners participate so heavily in NRC's food, gardening and health services.

Mona Swimmer works for the Rosebud Sioux Tribe Caregivers Program and she was recently recognized by the tribe for 30 years of dedicated service. A champion of healthy Elders, Mona partners with NRC on our one-of-a-kind Breakfast service for Elders of the Rosebud Reservation.

Mona knows that 180 of her Elders live alone, that 20% of them are more than 80 years old, that 74 of them are Veterans, that half of them have diabetes, that 35% of them live 20 to 40 miles from the nearest grocery store, and that neighbors are remote and transportation limited. Mona also knows that many Elders run out of funds before the end of the month and this can mean running out of healthy food. A healthy morning meal is critical for a healthy heart. Skipping breakfast actually increases the risk of heart attack for men and may contribute to obesity, high blood pressure, high cholesterol and diabetes.

Through her efforts and the efforts of community volunteers, Mona helped ensure that more than 4,200 bags of groceries made their way into Rosebud Elders' homes in 2013. Each bag was chocked full of eggs, oatmeal, milk, potatoes, cereal, meats, bread, juice and bananas – healthy food when it was most needed.



For more qualitative stories about NRC's impact in 2013, please read these and other selections from the NRC pressroom:

- College Dreams Do Come True <http://bit.ly/AIEFGrad>
- The End of Isolation <http://bit.ly/HopiActivitiesCenter>
- NRC Enhanced Garden Project <http://bit.ly/NRCGardenProject>



SECTION IV: OTHER REPORTS & RESOURCES FOR DONORS

National Relief Charities is a GuideStar Gold Exchange Member, indicating the maximum level of transparency. You can learn more about NRC's program goals and results in our free [GuideStar report](#), as well as our [Charting Impact report](#).

Additional information about NRC's work in Indian country and our recent progress with Program Partners and participants is also available through the following reports and online channels:

- 2013 IRS Form 990: http://www.nrcprograms.org/site/DocServer/2013_Form_990.pdf?docID=4981
- 2013 annual report: http://www.nrcprograms.org/site/DocServer/2013_Annual_Report.pdf?docID=4982
- 2013 program plan results: http://www.nrcprograms.org/site/DocServer/2013_Effectiveness_Report.pdf?docID=4983
- 2013 independently audited financials: http://www.nrcprograms.org/site/DocServer/2013_Financial_Audit.pdf?docID=4984

- 2012 IRS Form 990: http://www.nrcprograms.org/site/DocServer/2012_Form_990.pdf?docID=4261
- 2012 annual report: http://www.nrcprograms.org/site/DocServer/2012_Annual_Report.pdf?docID=4262
- 2012 program plan results: http://www.nrcprograms.org/site/DocServer/2012_Effectiveness_Report.pdf?docID=4263
- 2012 independently audited financials: http://www.nrcprograms.org/site/DocServer/2012_Financial_Audit.pdf?docID=4264

- 2011 IRS Form 990: http://www.nrcprograms.org/site/DocServer/2011_Form_990.pdf?docID=3821
- 2011 annual report: http://www.nrcprograms.org/site/DocServer/2011_Annual_Report.pdf?docID=3822
- 2011 program plan results: http://www.nrcprograms.org/site/DocServer/2011_Effectiveness_Report.pdf?docID=3823
- 2011 independently audited financials: http://www.nrcprograms.org/site/DocServer/2011_Financial_Audit.pdf?docID=3881

- More impact stories: http://www.nrcprograms.org/site/DocServer/Impact_Stories.pdf?docID=2646
- Recent progress reported through press releases and news stories: www.nrcprograms.org/PR
- Frequent updates on Indian country or NRC programs and publications: www.twitter.com/NRCprograms
- Issues of concern to NRC, Indian country and philanthropy in general are on the NRC blog: www.blog.nrcprograms.org
- Videos relevant to where we work and issues NRC addresses: <http://www.youtube.com/user/NRCprograms?feature=watch>

If you have questions about any of the information published by NRC, please send an email to info@nrcprograms.org.





SECTION V: 2014 PROGRAM GOALS & PRIORITIES

LOOKING AHEAD

Our overarching programmatic focus for 2014 is to continue addressing immediate, critical needs and to advance more strongly our focus on supporting long-term solutions.

Goal 1: *Begin offering services through the NRC Leadership Training Institute.*

Goal 1 Strategies:

- Fully develop our Training Institute programming to respond to the unique challenges of NRC's program partners. Ensure our program is distinct from other program offerings.
- Strongly network the Training Institute in the Native leadership training and capacity building space and collaborate with other leadership support programs as appropriate.
- Identify potential reservation program partners likely to benefit from training and invite them to apply. Promote the opportunity through other avenues as appropriate.
- Complete at least one full session of the Training Institute program.
- Evaluate program outcomes and make adjustments to enhance development.
- Ensure continued contact and interaction with Training Institute alumni. Meaningfully involve alumni in subsequent training sessions.

Goal 2: *Expand High-Impact programs to the Southwest region.*

Goal 2 Strategies:

- Hire and train a Southwest outreach coordinator capable of and focused on identifying program partners with the readiness required to be involved in high-impact collaboration projects.
- Train existing Southwest staff to assess for potential high-impact projects and collaborations currently in motion within the communities we serve.
- Identify communities and issues ready to organize and take the lead on a collaborative group. Select an initial group to convene and establish a project plan.
- Identify nonprofits or other groups – working on selected issues in selected communities – with whom NRC must network to help projects be successful. Become engaged with the selected groups.
- Complete at least one Southwest high-impact project with a selected community collaboration group. Evaluate group progress and project-level outcomes, to determine the direction of subsequent projects.
- Hire a Southwest training and collaboration coordinator to further our capacity for high-impact projects.

Goal 3: *Continue development of High-Impact programs in the Plains region.*

Goal 3 Strategies:

- Document all of our development work, structure and process to ensure consistency and focus of selected projects.
- Clearly identify projects that will become a regular part of NRC's high-impact program offerings, which are short-term and which are pilot projects.
- Move forward project-level outcomes related to food sovereignty.

- Fully explore potential projects for youth leadership and emergency preparedness in the Plains. Identify other groups – working on these issues in selected communities or off-reservation – with whom NRC must network to help projects be successful. Become engaged with selected groups.
- Revise program-level outcomes and approaches as lessons are learned.
- Expand Plains staff to successfully support the high-impact programs and produce strong results in the region.
- Continue to integrate our high-impact work with Material Services staff and programs, to improve efficiencies and effectiveness and produce stronger overall results.

Goal 4: *Focus on targeted improvements in our Material Services strand of services.*

Goal 4 Strategies:

- Identify enhancements to current methods of feedback from partners and their program participants, to guide improvement of services and the customer/participant experience with NRC.
- Improve partner satisfaction.
- Complete our mapping of saturated services, areas of potential growth and constriction of services. Thoroughly justify recommendations.
- Improve the variety of products available to partner agencies through cultivation of new procurement relationships.
- Improve distribution efficiencies without decreasing partner satisfaction. Take a fresh look at zone structure, routing procedures, available tools, outreach focus and other factors that affect delivery costs. Determine a meaningful measure of delivery efficiency and establish an organizational baseline.

Goal 5: *Advance NRC as an intermediary among foundations, corporations and philanthropic investors that can assist Native America.*

Goal 5 Strategies:

- Track information on other organizations that request NRC assistance with contacts or introductions to communities we serve.
- Establish the framework, including rules of integrity, around how NRC will function as an intermediary.
- Identify organizations that match our framework and may be interested in joint projects that benefit the communities we serve
- Participate in the creation of materials that depict and describe NRC's work as an intermediary.
- Determine and track outcome measures for the effectiveness of this work.

Goal 6: *Continue to enhance NRC image and information for partners, the industry and the general public.*

Goal 6 Strategies:

- Proactively share meaningful program results with the media and general public
- Proactively participate in changing industry watchdog initiatives
- Maintain our positive image with Program Partners and the NPO industry



SECTION VI: NRC'S CAPACITY 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, need, age, location, the partner's service area, or other criteria that make clear who is eligible to receive a given service define the groups that NRC serves. 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, diverse and committed staff, volunteers and Board of Directors. In addition to our President, five staff directors and 16 managers oversee operations, programs and partnerships, procurement, finance, administration and fundraising. NRC has been serving Native Americans for nearly 25 years and some of our original employees are still with us. Our volunteer board members work with NRC because they want to make a difference. Dedicated 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 labor costs and enables these people to support NRC's mission.
Intellectual Capital	Having a good understanding of the areas where you work is a 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 25 reservations. In the Southwest, our distribution center is centrally located in Phoenix, which gives us affordable reach to 40 reservations 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. These site visits also enable NRC to maintain a strong local presence on the reservations, which creates more familiarity for the people we serve.
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 line 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 stay in compliance with safety and regulatory requirements, and we ensure safety and emergency training for our staff. Overall, our distribution centers are well-oiled operations.

Partner Network	Over the years, NRC has cultivated a strong network of more than 1,000 Program Partners on the reservations. These 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 select Native American scholarship students who are the most likely to complete the college year funded. All of this input guides NRC 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 products that address known needs within our service area and that directly support NRC services. Examples are quality school supplies, personal hygiene items and winter coats, hats, gloves and shoes.
Cash	The other half of our revenue is cash donations from one-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 VII: NRC's MEASUREMENT & MONITORING FRAMEWORK

Framework	NRC uses an outcome-monitoring framework to measure the impact of our work. We have an established a set of indicators and methods that help us monitor our progress. We tie these indicators to our Vision through a Program Logic Model. For more information about this, please email operations@nrc1.org .
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. We routinely make site visits and document qualitative information. For certain services, NRC also conducts focus groups and town hall meetings to gather feedback from partners and participants. Team-wide, our NRC program staff regularly shares their impressions and feedback from partners, to help shape our service planning and ensure strong outcomes.
Quantitative	NRC tracks quantitative outcomes 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 inputs the qualitative and quantitative feedback from requests and reports into MAS, and we run a monthly dashboard report on this. NRC also conducts an annual survey of our entire partner network to collect data on other outcome indicators related to quality and impact of our relationship (not given on monthly reports). These results are included on our dashboard annually, per our survey frequency.
Learn more about National Relief Charities and the history and conditions of the reservations we serve. Call 800-416-8102.	