

## EFFECTIVENESS REPORT 2010

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 I: 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

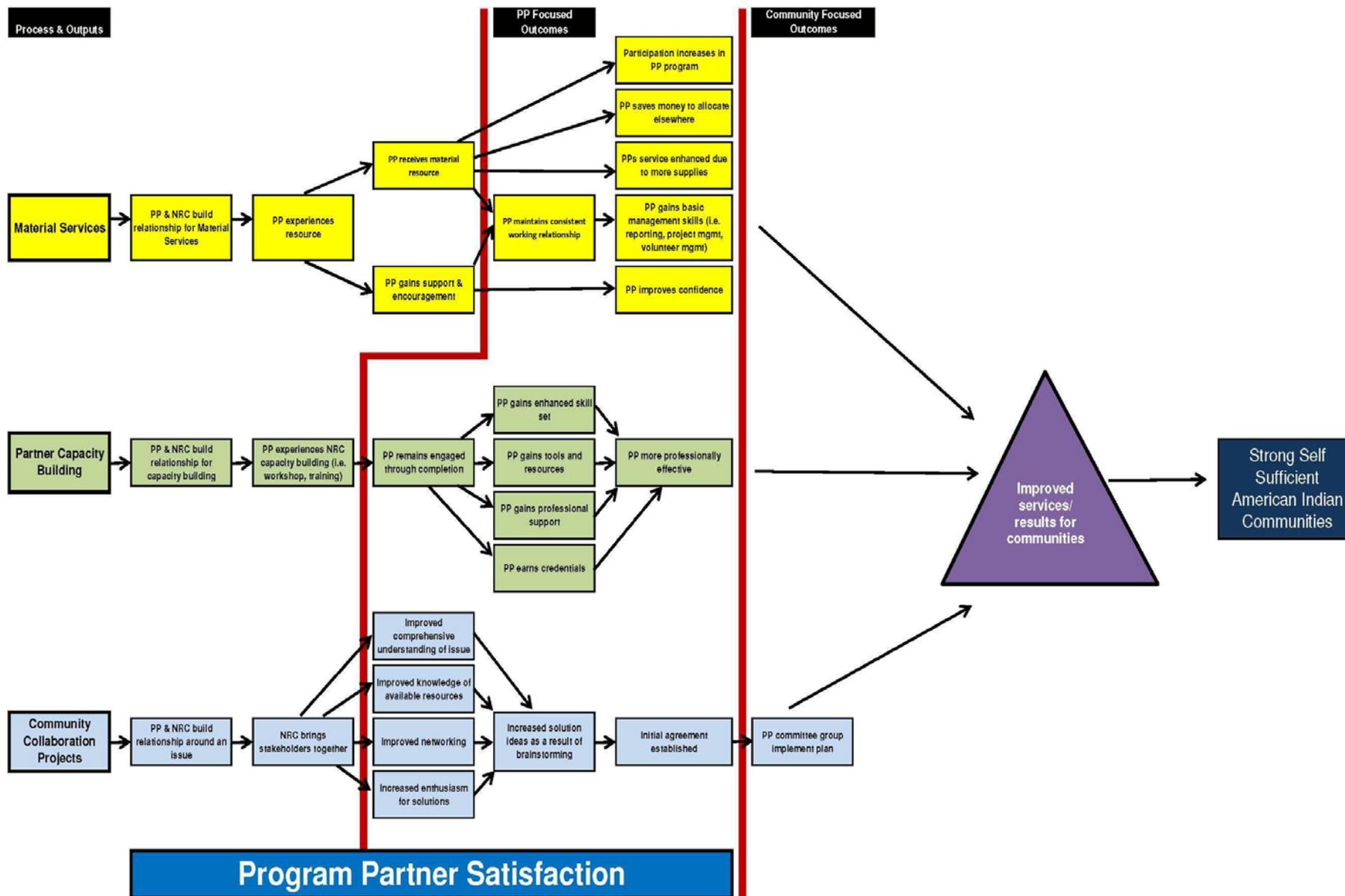
#### **Logic toward vision and mission:**

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 II: 2011 PROGRAMMATIC GOALS & STRATEGIES**

**Goal 1:** *NRC will implement programmatic service improvements based on Program Partner feedback.*

**Goal 1 Strategies:**

- Increase networking opportunities for Program Partners, to include information sharing and face-to-face interaction.
- Improve product availability of frequently requested materials.
- Improve methods for communicating available material inventory to Program Partners.
- Provide staff training on working with volunteers, to improve our base of information for motivating and retaining Program Partners.
- Ensure service consistency by conducting thoughtful and high quality service reviews, updating all applicable guidelines and forms.
- Conduct a satisfaction survey of the entire NRC partner base to gauge levels of satisfaction and areas of focus.
- Conduct focus groups to solicit regular feedback and advance our understanding of developing community needs.

**Goal 2:** *NRC will implement new service strands to improve long-term, sustainable programmatic results.*

**Goal 2 Strategies:**

- Complete development and initiate implementation of comprehensive Program Partner training service. Begin conducting partner site training by April, 2011.
- Complete the development and structuring of services that result in longer term impact through collaboration of partner agencies in the areas of youth, food, energy and health related services.
- Increase resources to Program Partners through a dedicated resource and referral website. Site will be developed, stocked and promoted by the end of 2011.
- Integrate the new services listed above seamlessly into existing NRC Material Services.

**Goal 3:** *NRC will improve efficiencies related to general operations and service delivery in the areas of emergency and food services.*

**Goal 3 Strategies:**

- Fully investigate the most efficient routing for delivery vehicles and implement improvements.
- Prioritize inbound shipments more effectively to reduce the time it takes to make inventory available to partners.
- Improve field trip planning and post-trip information sharing in order to ensure communities in need of assistance are being prioritized and trip efficiencies realized.
- Further develop collaborate relationship with FEMA and capitalize on opportunities to work together for improved preparedness and response to our communities in times of disaster.
- Further develop collaborative relationships with the state food bank systems to determine the possibility of becoming a delivery mechanism for underserved reservation food banks.
- Expand collaborative relationships with other NPOs that work in Indian country to improve overall service opportunities and efficiencies.
- Directly solicit corporations for material support for projects that are routinely short supplies.

**Goal 4:** *NRC will maintain our numbers of partner agencies and distributions to ensure regular opportunities for community members to receive materials and other services.*

**Goal 4 Strategies:**

- Consistently follow our call list format to reach out to Program Partners at all levels of activities.
- Ensure we are utilizing technology where appropriate to reach our partners.
- Work closely with our advocate level partners so that community-based referrals continue to build.

**Goal 5:** *NRC will increase public awareness of the rich history and culture of American Indian people as well as the challenges reservation communities face.*

**Goal 5 Strategies:**

- Attempt to receive more media coverage that reaches mainstream American, focusing on expansion beyond reservation and border town media sources.
- Ensure that we consistently involve our partner's and participant's voice in media coverage and other public material.
- Develop and execute a blog hosted on the NRC site that helps the public understand issues related to Indian country, humanitarian service and the work of our industry.
- Coordinate and host public events that promote understanding of American Indian culture and history.
- Increase the use of video to document NRC programs, the strength of our partners and communities, history and culture as well as challenges on American Indian reservations.

### **SECTION III: 2010 PROGRESS AREAS & LESSONS LEARNED**

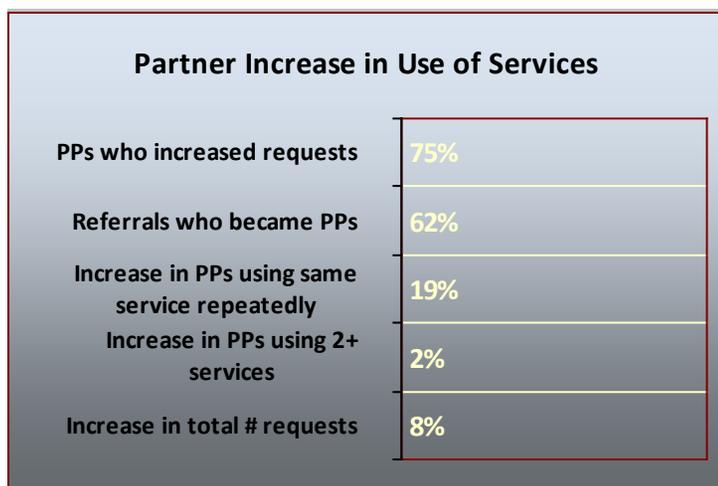
**Goal 1:** Increase the number of reservation partners who consistently utilize our material resources thereby increasing positive programmatic opportunities in communities served.

**Goal 1 Progress and Outcomes:**

- Overall, 75% of Program Partners increased their request activity with NRC. In addition, 254 partners referred programs to us and 157 of them became new partners. This allowed us to identify several strong advocate partners and determine that our online referral form was ineffective. The form was discontinued.
- Our Plains Program Partner Conference in April focused on NRC process training and partner-to-partner networking to support the potential for increasing programmatic opportunities in their communities. About 300 partners attended, and some of the more experienced partners presented their programs and how they work with NRC. This was beneficial to the less experienced partners. The Black Hills Chapter of the American Red Cross also presented to let our partners know how they could help with programmatic opportunities.
- In our annual Program Partner Satisfaction Survey, NRC earned a Net Promoter Score of 82%. The [Center for What Works](#), who analyzed the survey results, reported that the Net Promoter Score and the high rate of partners that responded to the survey indicate a strong engagement with NRC. Through the partner feedback, we were able to learn specifically the percentage of partners who believe their work with NRC helps in their own community service

and effectiveness, by helping them reach their goals, provide a higher quality of service, and save funding that they can use elsewhere in their programs.

- Our annual partner survey also informed some minor adjustments that NRC can make to material services to increase programmatic opportunities for our partners. We procured about 23% more food, school supplies, personal hygiene, and other products, because these were identified by our partners as high need / high request items.
- Our outreach built on existing partnerships in communities with fewer partners and encouraged existing partners to “mentor” new ones. This approach also led to some joint projects by reservation programs to the benefit of community members.
- With partners who had been inactive for over 7 months, we did more site visits and relied less on phone communication. Through this, we learned that some partners only have seasonal needs, and we put them on a reduced contact schedule. Other partners lapsed because of turnover, missing sign-out sheets, or late reports; we focused on alleviating this through our partner support calls.



From monthly measurement of partner activities



From NRC's annual Program Partner satisfaction survey

**Goal 2:** Enhance the results of our partners' programs by improving the professional skills of our partners and increasing the resources available to them.

**Goal 2 Progress and Outcomes:**

- NRC learned a great deal about the training needs of our partners in 2010 through surveys and focus groups. We held a regional Program Partner focus group in October, which was facilitated and reported on by the [Chiesman Center For Democracy](#). The participants were representative of the entire Plains partner base. Our partners were pleased that we asked for their opinions and used the opportunity to highlight the need for training that focuses on professional development, volunteer management skills, and increasing fundraising capacity. It was also clear that there was a need to lead collaborative projects that involve several partners working on one issue who may not be aware of the others' efforts. In rural communities, isolation can be the norm.
- Following the focus group, NRC responded to partner feedback in several ways:
  - NRC took the major step of formalizing a collaborative service plan and approach that is based on Program Partner feedback, effective models, and outcomes. We also worked with outside consultants on this development project. This new service will allow NRC to significantly expand collaborative projects in 2011 and help more communities achieve sustainable outcomes.
  - In November, we hired a training coordinator to formalize a training service around the high training needs identified. The focus groups clarified the need for a comprehensive resource center that goes beyond NRC resources. We committed to this resource site and began development in 2010. It will benefit our partners in their needs for training, networking, resource, and collaboration.
  - In addition to the training focus group, NRC conducted focus groups with participants of our food programs, to seek specific feedback regarding the types of food provided and the timing of the service. Some adjustments were made based on feedback. Partner support staff also subsequently focused on training with our food partners on the Pine Ridge Reservation, while maintaining their training schedule on other topics and in other areas. These efforts resulted in 11 additional food shipments and provision of food for over 600 more people.
- Our partner support staff also completed program and project management training and incorporated it into the training at quarterly staff meetings. This training helped field staff who are responsible for the management of special projects that involve Program Partners.
- Encouraging Program Partners to present at our annual conference helped advance their presentation skills. Other partners also learned about other resources close to them – particularly since many of our communities are close in proximity yet still isolated.

New Service Development Timeline: Collaboration & Training	
FEB	Center for What Works consulted on training needs
MAR	Established outcomes & indicators for training service
MAY	Conducted quantitative partner survey to confirm need for training
OCT	Conducted focus group to identify specific training needs
NOV	Hired training & collaboration coordinator

**National Relief Charities**  
Building Strong, Self-Sufficient American Indian Communities

**FREE NRC Training Services 2011**

Assisting NRC Program Partners to become more professionally effective in order to improve their services and results



**Training Services**

- On and Off Site Training
- Webinars and Online Training
- Online Resource Library
- NRC Program Partner Networking
- Consultant Resources

**2011 FREE NRC PROGRAM PARTNER TRAINING**



**THURSDAY, APRIL 28**



Title: **"WHO DA BOSS?"**

Description:  
Simple hiring procedures, best practices of supervising volunteers and employees for directors, managers and supervisors.

Where:  
**Holiday Inn Express**  
645 East Disk Drive  
(ext. 59 off I-90)  
Rapid City, SD



For Registration Forms or For More Information Regarding NRC Training Services Please Contact

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Partners at town hall focus session



Partner presenting at NRC conference

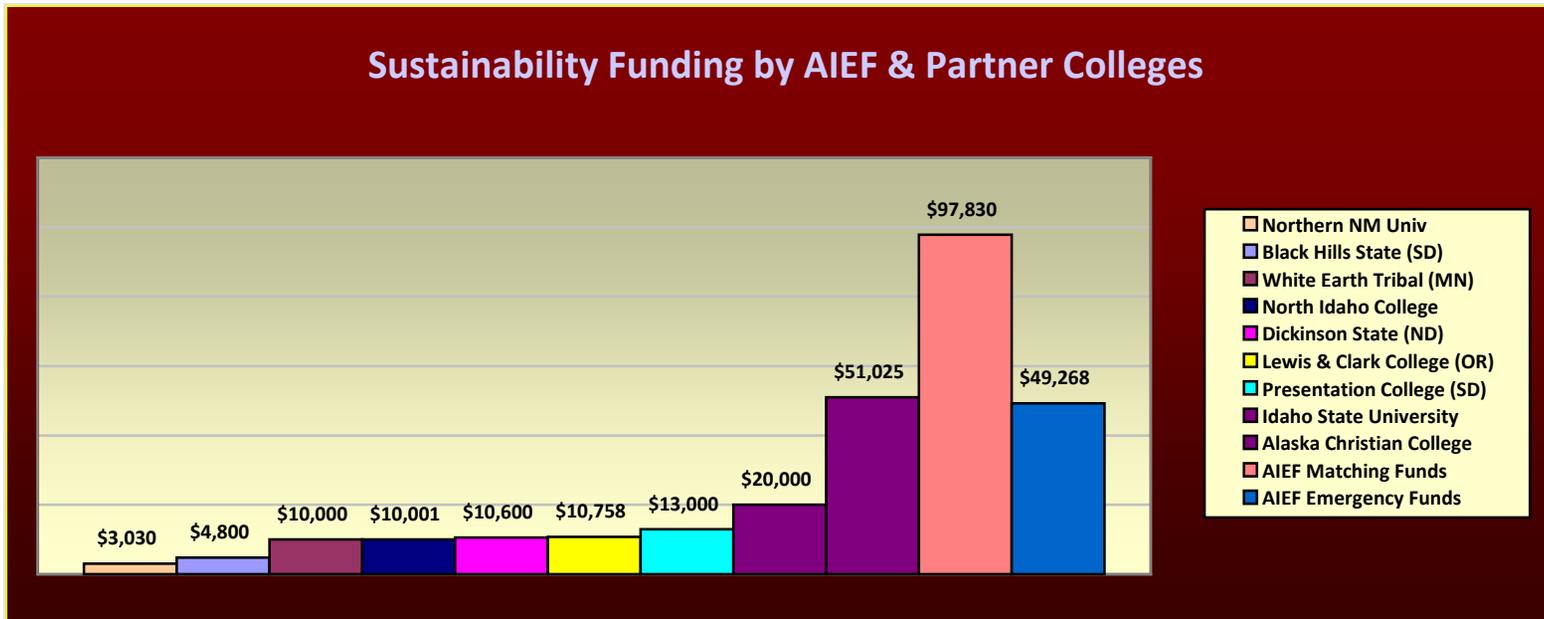


Partners at training for school counselors

**Goal 3:** Increase and improve collaboration among partners and other resource providers involved with social issues facing Indian country, to achieve positive and more sustainable results for communities.

**Goal 3 Progress and Outcomes:**

- In 2010, all NRC educational grant recipients were required to develop committees to determine how the educational grants we provided could become sustainable within three years. These partners included universities, community and tribal colleges, as well as vocational/technical schools with a high percentage of Native students. These committees were also to develop one new initiative to help retain Native students on their campuses. All of our 2010 grantees established these committees and reported that their stakeholders actively met about action plans throughout the year.
- As a member of the leadership committee for the Navajo Nation Animal and Community Health Project, National Relief Charities collaborated in-depth with the Navajo Nation Veterinary & Livestock Clinic (our Program Partner), Animal Control Services, Navajo Housing Authority, Navajo Area Indian Health Service, and IFAW (International Fund for Animal Welfare). Collectively, we developed much needed educational brochures for reservation communities such as Window Rock and Chinle, and NRF funded the printing for 10,000 copies. These communities are over run with stray dogs and cats, which pose a health risk to community members. We helped develop a series of 12 educational advertisements, which ran in the Navajo Times. NRC also helped staff and sponsor increased licensing of companion animals and health screenings.
- In an effort to get more tribal leaders directly involved with SD-VOAD (Volunteer Organizations Active in Disaster), we invited many tribal representatives to VOAD meetings. Although attendance was low, we believe the invitations heightened awareness among VOAD members of the need to include tribal leaders when planning disaster and emergency responses.
- A limited hospital and gas voucher service that assisted stays for tribal members from Plains reservations with loved ones in Rapid City Regional was discontinued at the end of 2010. We pre-planned the discontinuation with the hospital partner, informed the tribe, and identified other resources in the off-reservation community. Ultimately, the hospital partner achieved sustainability by garnering some direct support from community businesses in Rapid City.
- We also looked into potential collaborations around energy assistance and housing in the Plains. A project planned around solar panels was discontinued due to lack of interest from tribal job training partners. We will continue to consider housing and energy assistance projects with other non profits as they arise and fit our mission.



These funds helped over 550 American Indian college students.



Navajo Nation animal control project brochures

### Healthy Animals for Healthy Communities Project

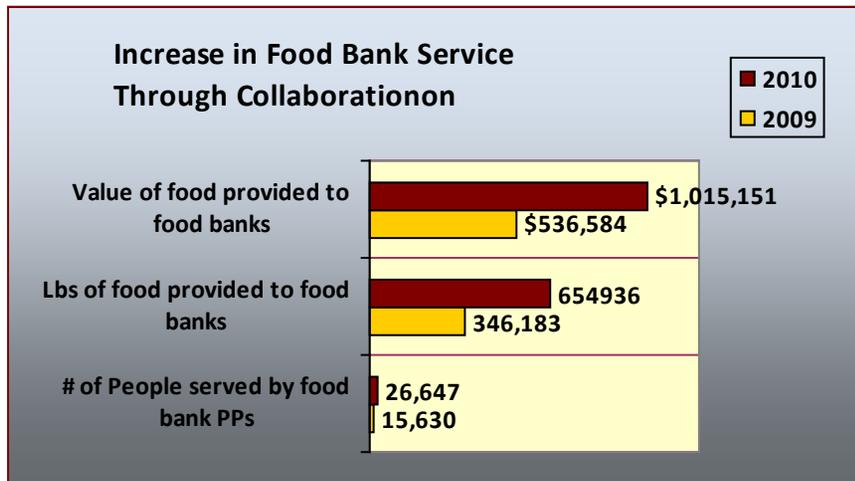
Sustainability grants by NRC	\$33,010
Brochures funded by NRC	\$10,341
Educational Ads (audience reached)	120,000
Meals for animals in PP care	36,177
Materials for animals in PP care	8,133

Some results of NNVLP- IFAW-NRC animal control collaboration

**Goal 4:** Improve our networking with other humanitarian service providers to enhance programmatic efficiencies and results.

**Goal 4 Progress and Outcomes:**

- In 2010, NRC increased collaboration with the statewide food bank systems in our service area. This resulted in 6 separate transactions that increased food availability for reservation communities. Our relationships with St. Mary's Food Bank, Northern Arizona Food Bank, and Feeding South Dakota also expanded beyond the sharing of products to reciprocal storage arrangements, shared reclamation activities, and shared transportation projects. This resulted in cost-efficiencies for NRC and the food bank system.
- Through our work with statewide food banks, NRC also learned about their valuation methods for food and adopted them. In addition, we learned that distribution of food to the reservations is a challenge for some food banks. This is a need we will research further in 2011.
- National Relief Charities collaborated with the American Red Cross, Salvation Army Rapid City, and several other organizations when a blizzard caused power outages on the Cheyenne River Reservation and put 41 dialysis patients at risk. The collaboration enabled the evacuees' needs for food, clothing, personal hygiene items, lodging, health care, and transportation to be met efficiently and effectively. NRC also trucked emergency supplies such as food, water, blankets, and candles to the CRST Reservation.
- National Relief Charities collaborated with the Phoenix Chapter of the American Heart Association on their annual Heart Walk. We developed collateral focused on the risks of heart disease for Native Americans and distributed it to 1,000 people at their Phoenix event. We also promoted the AHA Heart Walk and the heart health activities held by our reservation health partners, and shared the heart risks for Native Americans through our partner newsletter. The AHA collaboration has also opened the door for NRC distribution of AHA literature in Indian country, to strengthen outreach.
- Through VOAD participation, NRC also cultivated a partnership with FEMA. During the year, we collaborated on four emergency responses as fellow VOAD members. FEMA donated over 20,000 gallons of water to NRC for our reservation partners. FEMA also introduced NRC to Convoy of Hope, a partnership NRC is pursuing with the goal of feeding more people in our service area.
- NRC also looked into collaborations with various groups involved in wind energy, solar energy, recycling, and tree planting. However, we did not get a solid buy-in from our Program Partners for these kinds of projects and, in accordance with our mission and [the NRC Way](#), we backed away from these types of projects at this time.
- Native Americans have the highest rate of military service of any ethnic group in the United States. As such, support for veterans is important to us. Although NRC was unable to identify a collaborative relationship with the V.A. at the national level, we maintained our level of support to reservation-based groups supporting veterans. We also explored a possible presentation and sponsorship with a regional Veterans Administration in Arizona, but did not proceed as the main need was parade funding rather than education.



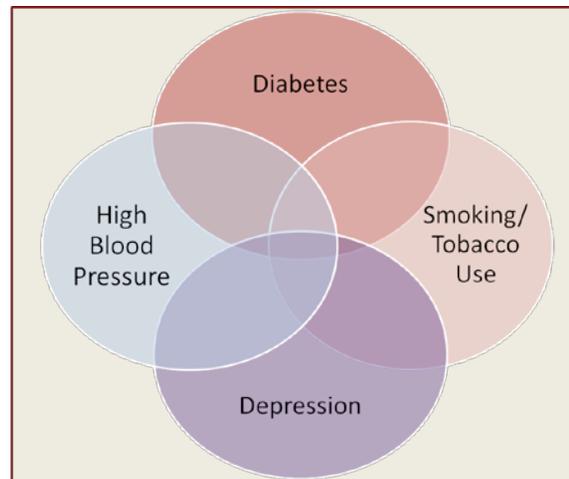
NRC was able to serve more food banks with increasing demand



Navajo Elder receiving produce from NRC



[AHA heart walk](#) in Phoenix



4 super-risk factors for Native Americans

**Native Americans have the highest rate of diabetes in the world. This magnifies their risk of heart disease.**

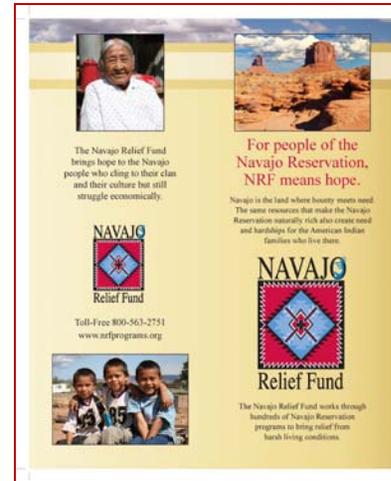
**Goal 5:** Increase public awareness of the history of American Indian people and the resulting contemporary social/economic challenges people living in remote reservations communities face.

**Goal 5 Progress and Outcomes:**

- NRC supported Jacoby Ellsbury in the marketing launch of ZinfandEllsbury wine and the adoption of our Navajo Relief Fund program as his charity of choice. Over 50 news stories appeared online. Due to his celebrity status, this collaboration greatly increased public attention to conditions on the Navajo Reservation and helped us garner more support for our services.
- Our program manager for the American Indian Education Foundation, a program of National Relief Charities, participated on a panel by NSPA (National Scholarship Provider's Association). The intent of the panel was toward the betterment of post-secondary results for nonprofits and educators.
- NRC helped plan and co-chair 6 training events with PRSA (Public Relations Society of America) to advance ethics and professional development for public education professionals.
- We accepted an invitation to join a leadership committee of the Navajo Nation Veterinary & Livestock Program, IFAW (International Fund for Animal Welfare), and the Navajo Animal Control Service. This proactive collaboration seeks to educate and foster better animal care among reservation members.
- NRC maintained its relationships with reservation newspapers and also reached out to reporters at many new bordertown and regional newspapers. This resulted in 15 news stories that reached more readers and communities throughout America. We also placed quarterly stories in an online magazine.
- In 2010, we executed our plan to launch and manage two Twitter sites, one for the media and one for the general public. We attracted over 200 followers who are interested in Indian country and humanitarian work. This is 5 times the average for a new Twitter page. In addition, 25% of our tweets were re-tweeted by our followers to their followers, increasing the visibility and reach of our messages.
- We utilized our existing NRC web site, press room, and YouTube channel to publish our 2009 annual report, form 990, effectiveness report, and impact stories, as well as 7 press releases, 24 news stories, and a video of a Plains gardens project – each with a strong educational or historical component. NRC also utilized watchdog sites for financial and donor reporting and updates on our work. Collectively, our public education efforts resulted in exposure to an estimated 5.5 million people.



Jacoby Ellsbury at NRF table for [ZinfandelEllsbury charity wine](#)



[Navajo Relief Fund](#) program brochure



NRC Program Partnerships [in the News](#)



[National Relief Charities](#) on Twitter

### Primary Lessons Learned in 2010:

1. There is a strong need among NRC's base of Program Partners for organized, collaborative partnerships even within their own communities and reservations. Just as departments within organizations don't always talk with each other and plan together, reservation and tribal programs often follow this same practice. For instance, programs focused on high school retention may not talk with programs focused on teen pregnancy or substance abuse prevention. Getting more programs together that have a vested interest in similar outcomes, and doing so in an organized way, would provide a tremendous social benefit to our reservation communities.
2. Many of NRC's Program Partners are ready to advance to another level of training and professional skills. Many partners reported this year that they are looking for ways to be more effective in their work and in their service to community members. Providing a free, formalized training service would help our partners further their self-determined goals and the goals of the programs and communities they serve.
3. Collaborating with food banks that are off-reservation, and that may be serving reservations, is a win-win for all concerned. This has the potential to get more food to American Indian households and to help resolve some transportation problems being faced by other food banks with regard to the reservations.

### SECTION IV: 2010 QUALITATIVE PROGRESS & PARTNER IMPACT

Reservation site visits, participation in partner distributions, and follow-up phone calls and emails made to partners after each provision of material goods and services all yield qualitative information about our progress and results. They let us know how our services are working in our partners' communities and helps us adjust our programmatic goals and strategies appropriately. Community and industry collaborations toward improved service, service delivery, and efficiencies also provide these kinds of insights. Here are a few qualitative examples from 2010.

#### Partner Impact 1: Enhancing Program Partner Skills & Resources

Planning and delivering humanitarian services effectively and making an impact is our main purpose at National Relief Charities. Doing so takes understanding the history, culture, and needs of the people we serve. NRC has been serving Indian country for over 20 years, so we know it is important to ask for feedback from our partners and use that to understand how we can better help them. In 2010, when we conducted our annual satisfaction survey, our partners told us that we helped them in many ways. Here is just one partner comment:

*Thank you very much for all the services and assistance you have given. The lives you have touched are many. Sometimes there are those who do not realize or appreciate the little things you send come with a true meaning and passion of giving. This past winter with the hard snow storms, you products, services, and dedication was there to serve many who realized the importance and magnitude of the work and service you are providing. Thank you in many ways. God bless you all.*

Our partners also told us that NRC is important to them in meeting their goals and they highlighted networking, training, and access to resources as priority needs. Because of this survey and other feedback in partner focus groups, NRC is launching a comprehensive Resource Site to help our Program Partners address their networking and training needs. We are also establishing a formalized collaboration and training service in 2011.

We are confident in the direction of these new services because it is partner-based and because NRC earned a net promoter score of 82% on our annual survey. Net Promoter is a management tool that is used to gauge the loyalty of a firm's customer relationships. Our survey consultant from the [Center for What Works](#) advised us that the score and feedback indicates this: "NRC has a huge and impressive set of supporters." She added: "NRC is on an upward trajectory and well-poised to make additional positive changes as long as they are well-planned and well-communicated to the people being served."

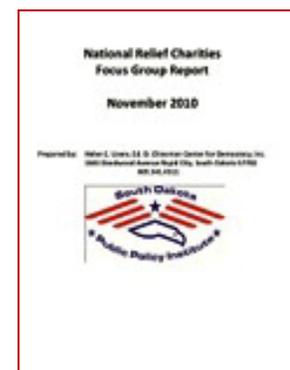
### **Partner Impact 2: Collaboration for Sustainable Results**

National Relief Charities has relationships with many partner organizations attempting to make change in Indian country. Helping these organizations identify opportunities for collaboration and providing leadership and support to these projects helps NRC and our Program Partners more effectively address the disparities and concerns on the reservations where we work. One way NRC can extend the opportunities for doing this is by establishing a formalized collaboration service that is focused on sustainable results.

Last fall, we hired the [Chiesman Center For Democracy](#), a local research firm in Rapid City, SD, to plan and conduct a focus group with Program Partners from our northern Plains service area. We had already sensed the need for a formalized training and collaboration service. And it was in that focus group, which was also on the heels of our annual partner survey, that a truth came to light:

Reservation programs that we serve—even within the same communities – are not always talking with each other or working together and therefore are unaware that several programs might be working on the same issues. As Chiesman said, "The best thing you can do for your partners is start a service that helps them collaborate with each other."

NRC agreed and immediately began researching collaborative service models, developing service guidelines, defining measurable indicators and outcomes, staffing someone to co-chair collaborations with our Program Partners, and learning how to identify partners who are ready for these types of projects. This new service will allow National Relief Charities to significantly expand collaborative projects in 2011 and help more communities achieve sustainable outcomes.



### Partner Impact 3: Sustainable Outcomes Borne of NRC Partnerships

There are two parts to NRC's mission: helping to meet immediate needs and helping to build long-term capacity. Both aspects require strong partnerships. But capacity-building and sustainable results that will meet unmet needs on a long-term basis require more long-term partnerships and projects. One example of this is colleges that want to improve retention of American Indian freshmen, once they get to college.

Urla Marcus is an enrolled member of the Northern Cheyenne Tribe. She is currently Director of the Center for American Indian Studies at Black Hills State (SD), the college with the highest percentage of Native students in the state. Urla is writing her doctoral dissertation on programming support for American Indian students and higher education. Well aware that, when entering college, freshmen Native students undergo a huge transition that encompasses cultural, spiritual, nutritional, economic, and lifestyle shifts, and the social pressures of prejudice – Urla acknowledges that first-year retention has always been a challenge for American Indian students. This steep transition is a major reason why only 1 in 5 American Indian students complete their first year of college. It is also the reason why Urla worked hard to bring our transitional training service to her freshmen in 2010.

As our Program Partner of NRC's education program, Urla was exposed to our transition model, which is designed to increase competency and skills through a series of experiences that help the students transition from high school to college. It covers student services, degrees and career options, navigating the campus grounds, buying books, eating in the dining hall, moving into the dorms, and living away from home – all new experiences for students who have only lived on reservations. Through this, Urla was able to start BHSU's now popular "[Bridge Camp](#)" for Native students. Working together, Urla and the AIEF program of National Relief Charities do a great service for these students by instilling "college experience" before college starts – and by creating a model for a service that the college can sustain going forward.



**Urla Marcus,  
Director of the  
American Indian  
Student Center  
at Black Hills  
State University**

#### **Partner Impact 4: Collaborating for Healthy Communities**

Animals with untreated illness or injuries pose a human health risk to communities on the Navajo Reservation. The risk is exacerbated by over 1,500 stray dogs roaming the reservation and steadily increasing their numbers. When a dog population becomes a nuisance or a public danger, animal control officials are often called in to round up and euthanize dogs. The Navajo Nation recognizes there is a humane and sustainable solution to overpopulation and untreated strays – and this is the goal of the Navajo Nation Animal & Community Health Project (NNACH Project).

The NNACH Project was formed by the Navajo Nation, and joined by National Relief Charities and the International Fund for Animal Welfare, in order to help the project meet its goals. NRC's program relating to animals is [Rescue Operation for Animals of the Reservation](#) (ROAR).

#### **NNACH brochures and ads focused on:**

- ✓ Humane options for the care of stray animals and alternatives to euthanasia
- ✓ The types of health risks encountered by animals, including rabies, worms, and infections
- ✓ The health risks posed to humans by stray and untreated animals and overpopulation
- ✓ The importance of licensing and treating sick or injured animals

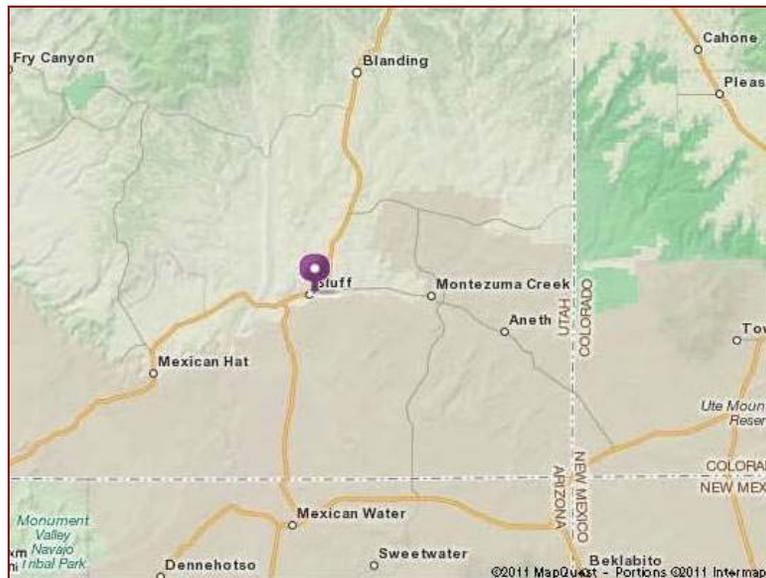
Working together in 2010, the project members approached the animal concern by developing brochures to help educate communities on several fronts. We also jointly developed and ran a series of 12 educational advertisements in the Navajo Times, the official newspaper of the Navajo Nation. Through this project, we also conducted a Rabies Day clinic and a Block Party, which encouraged folks to bring in animals for rabies shots, Frontline treatments, licensing, and more. Families received animal care training, and products were provided to help families better care for animals under their care. NRC was able to support the project in the development and printing of brochures, by providing materials goods as incentives to increase turnout for the planned events, and to help fund some of the rabies shots and licensing. In addition to the heartwarming stories about lots of dog and puppy adoptions, this project shows that when organizations team up to collaborate on community problems, the result is more efficient and effective services to the communities and participants involved.

#### **Partner Impact 5: Partners Advocating with Other Partners**

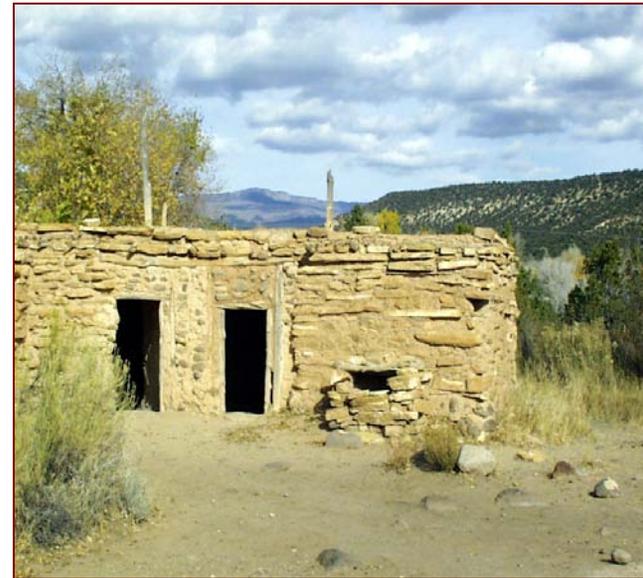
NRC helps remarkable people rise to the occasion and bring resources into their communities. *More* than a material aid organization, our overall purpose is to help Native Americans build strong, self-sufficient communities. Program Partners know that the skills gained by volunteering with NRC carry over to their jobs and to other reservation programs – and this is why partners such as Mary Lou Harvey advocate for NRC with other reservation programs.

Mary Lou is our Program Partner at the Bluff Senior Center in Utah. She regularly spreads the word about National Relief Charities to other programs in her region of the Navajo Reservation. For NRC, this translates to more efficient outreach and opens the door for NRC to serve more partners in more communities. Active with NRC since 2007, Mary Lou is responsible for referring the Aneth Senior Center, the Montezuma Creek Health Center, and the Oljato Senior Center to NRC. All are now NRC Program Partners.

A true advocate, Mary Lou goes even further to get neighboring programs to participate with NRC. She teams up with the Montezuma Creek Health Center to bring diabetes, blood pressure, and other health screening and education into the Bluff Senior Center. Together, the programs utilize NRC incentive items to increase attendance. This is important because the community of Bluff has no local health care and the Montezuma health facility is the closest to their region. Mary Lou also teams up with the Oljato and Aneth Senior Centers for the Senior Olympics, and encourages each center to call on NRC for incentives to support their participants. She also encourages the Mexican Hat Senior Center to start working with NRC. Why does Mary Lou go to this length? Because she knows reservation members benefit if more programs are working with NRC and working together on shared goals.



**Bluff and surrounding communities on the Navajo Reservation**



**Ancient Anasazi ruins near Bluff, UT (with permission)**

Until about 1300 A.D., the Bluff area in the San Juan River Valley was home to two distinct cultures, the Basket Makers and the Cliff Dwellers, otherwise known as Anasazi. Today, pottery, petroglyphs, burial sites, roads, and dwellings remind us of the ancient inhabitants who were so well adapted to the country many centuries ago. By the late 1500s, nomadic tribes of Paiutes, Utes, and Navajos were well established in the San Juan area. After a number of military conflicts and the Long Walk to New Mexico, the southwestern domain was once again re-opened to both Native American and Anglo use. This caused dramatic and irreversible changes to the Navajo and Ute ways of life.

### Partner Impact 6: Collaborating to Maximize Results

When Program Partners call on NRC to help address unexpected and emergency needs, it benefits them, their communities, our mission, and the mission of other humanitarian service providers concerned with Indian country to collaborate on a response. Working together on a joint goal always results in more effective services for the reservations and more efficient costs and results for the organizations involved. This is exactly what happened during the Cheyenne River / Eagle Butte ice storm and blizzard in January 2010.

The story in the Rapid City Journal about 41 [dialysis patients evacuated](#) from the Cheyenne River Reservation on a Friday due to a reservation-wide loss of electrical power coincided with NRC's call from a Cheyenne River Sioux Tribe (CRST) Program Partner. By Monday, National Relief Charities, the Black Hills Chapter of the American Red Cross, the Salvation Army Rapid City, the Western South Dakota Community Action Program, the Oglala Sioux Tribe, and other organizations were coordinating with the Cheyenne River Sioux Tribe on an emergency response. The collaboration immediately addressed evacuees' needs for food, clothing, personal hygiene items, disabilities equipment, and health transportation.

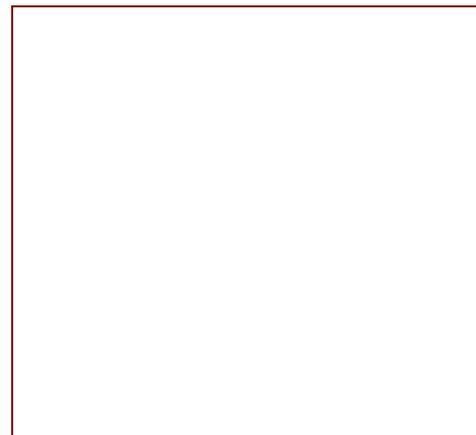
Many elderly and rural communities also needed immediate supplies to get through the immediate crisis. Fortunately, NRC was stocked with supplies and had the partnerships in place to allow us to be a first responder on the CRST Reservation. We trucked in emergency supplies such as food, water, blankets, and candles for the residents at risk. The collaborative efforts of all the organizations working together ensured a rapid and coordinated response that was critical to the health and well being of both the evacuees and the reservation residents. In fact, many of the communities served were without power or water for weeks. And nearly a month passed before [mainstream media](#) took note of the situation or a Presidential disaster declaration was made that finally allowed needed aid to flow to the tribe.



Red Cross & NRC collaborate



NRC trucks basic goods to remote reservations as a first responder in disaster relief.



## SECTION V: 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 2010 IRS Form 990 reflecting current status and operations is posted online at [http://www.nrcprograms.org/site/DocServer/2010\\_Form\\_990.pdf?docID=3061](http://www.nrcprograms.org/site/DocServer/2010_Form_990.pdf?docID=3061)
- National Relief Charities' 2010 annual report is posted online at [http://www.nrcprograms.org/site/DocServer/2010\\_Annual\\_Report.pdf?docID=3062](http://www.nrcprograms.org/site/DocServer/2010_Annual_Report.pdf?docID=3062)
- National Relief Charities' 2010 effectiveness report is posted online at [http://www.nrcprograms.org/site/DocServer/2010\\_Effectiveness\\_Report.pdf?docID=3063](http://www.nrcprograms.org/site/DocServer/2010_Effectiveness_Report.pdf?docID=3063)
- National Relief Charities is a GuideStar Exchange Member. Our audited financials are available online at <http://www2.guidestar.org/organizations/58-1888256/national-relief-charities.aspx>
- Our 2009 IRS Form 990 is posted online at [http://www.nrcprograms.org/site/DocServer/2009\\_Form\\_990.pdf?docID=2643](http://www.nrcprograms.org/site/DocServer/2009_Form_990.pdf?docID=2643)
- Our 2009 annual report is posted online at [http://www.nrcprograms.org/site/DocServer/2009\\_Annual\\_Report.pdf?docID=2645](http://www.nrcprograms.org/site/DocServer/2009_Annual_Report.pdf?docID=2645)
- Our 2009 effectiveness report is available online at [http://www.nrcprograms.org/site/DocServer/2009\\_Effectiveness\\_Report.pdf?docID=2641](http://www.nrcprograms.org/site/DocServer/2009_Effectiveness_Report.pdf?docID=2641)
- Some of our impact stories are online at [http://www.nrcprograms.org/site/DocServer/Impact\\_Stories.pdf?docID=2646](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](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](http://www.nrcprograms.org/PR)
- Important news on Indian country or NRC are at [www.twitter.com/NRCprograms](http://www.twitter.com/NRCprograms) and [www.twitter.com/NRContheRez](http://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](http://www.blog.nrcprograms.org)

## SECTION VI: 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 Program Partner about what their community needs to do and what NRC will do for them. This makes NRC services more effective because 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.

NRC also has 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 they are awarded. All of their input guides NRC in optimizing 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 NRC is often said by our partners to be "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 MONITORING & MEASUREMENT 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 in order to monitor progress. We use multiple methods to monitor progress toward goals which are tied to our Vision through a logic model.

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 only annually as this is the survey frequency.

The quantitative indicators we monitor to objectively gauge progress toward our goals include:

- # and % of potential partners who become active partners
- # and % of partners maintaining or increasing level of request activity
- # and % of partners indicating a high degree of satisfaction
- # and % of partners reporting enhanced partner programs related to working with NRC in each of the following areas:
  - Achievement of partner defined program goals
  - Partner professional skills
  - Higher quality of services
  - Resources (ability to use funding for another part of mission attainment)
- % of collaborative partners who indicate improved knowledge of resources available to address target issue
- % of collaborative partners who indicate gaining new ideas to address target issue
- % of collaborative committees with project plans completed within the established timeframe
- % of collaborative committee project plans that indicate the hoped for results were achieved
- % of collaborative committees that continue to meet after the first project plan is complete
- # of projects completed in cooperation with other off-reservation humanitarian service organizations
- # of pieces of media coverage that educate and inform the American public
- # of readers potentially reached through traditional media coverage
- % of media coverage involving joint PR or charity/community collaborations

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.

For more information about [National Relief Charities](#) and how you can learn more about the history and conditions on the reservations we serve, please call 800-416-8102.