



OPERATIONS ANALYSIS- REPORT AND RECOMMENDATIONS

NORTHERN COLORADO VETERAN RESOURCE CENTER

November 19, 2019



NOCO BEARS
CONSULTING

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NOCO BEARS
CONSULTING

Northern Colorado Veteran Resource Center
4650 W. 20th Street, Suite A
Greeley, CO 80634

November 20, 2019

Dear Harrison and TJ,

This report, complete with recommendations, is derived from the information we provided in our initial scope of work, stating that we commit to:

1. Create a sponsorship outline that is optimized to suit NCVRC's financial needs.

This consists of:

- A one page sponsorship document
 - An online sponsorship structure strategy
 - A sponsorship event strategy
2. Organize a recommended website outline

Since our initial scope of work, we have also added a section on Financial Structure and Event Promotion. This report explains each recommendation and the background information we used to base our decisions off of. On behalf of NOCO Bears Consulting, we are pleased to present you with our findings in the following report.

Signed- Emma McIntyre

11/20/19

Date

EXECUTIVE SUMMARY

Fall 2019, NOCO Bears Consulting was tasked with creating recommendations for the Northern Colorado Veteran Resource Center that would elevate their current operations. The core areas of focus in our recommendations include:

- Sponsorships
 - Finances
 - Website Design.
-

Each recommendation was created under the assumption that it would be assigned to a small, non-profit style team. Due to the fact that NCVRC is a non-government organization, we were additionally tasked with creating recommendations that took a non-traditional path of typical veteran resources.

Our recommendations include the following:

- Sponsorship
 - The creation of a double-sided sponsorship document
 - The diversification of online donation options for individual donors.
 - The creation of seasonal events to help finance operations like the emergency fund
 - Flag Fundraiser*
 - Barbeque*
 - Christmas Social Campaign*
 - Yard Takeovers*
- Financial Organization Strategy
- Website Update that includes:
 - Simplifying the home page to help website visitors immediately know the mission and story behind NCVRC
 - Move the "Donate" button into the top navigation bar
 - Strengthen brand image

Through the research we compiled on your industry, and the methods of other non-traditional organizations, we are confident that these recommendations will have a lasting impact on your mission.

INTRODUCTION

Since September 2019, NOCO Bears Consulting has been working with the Northern Colorado Veteran Resource Center to identify areas for improvement and advancement within their operations. Meetings with the NCVRC team have been paired with discussions involving other Everheart Associates employees to brainstorm and analyze the most optimal opportunities for NCVRC. In addition, these conversations have been paired with extensive research on communication, marketing, and critical thinking.

We are grateful for this opportunity to have worked with Harrison and TJ from the NCVRC team. Throughout the entire process they have been incredibly attentive and responsive with any requests placed by all members of NOCO Bears Consulting. Not only does their mission leave a lasting impact in the community, but the dedication they have to Northern Colorado Veterans pushes them to be incredible stewards, and lead NCVRC with genuine intent. It is clear that this mindset is a factor to their success. We will continue to cheer you on in all the work you do, and the lives you change.

- Emma, Elva, Taylor, Tim, Kyle, and Morgan

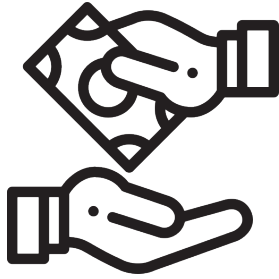
BACKGROUND

All of the conclusions and recommendations compiled in this report have been derived from research completed on the non-profit, and veteran affairs sector. In addition, all of the recommendations in this report have been designed with the functionality and capacity of a small staff in mind. The provided recommendations take advantage of effective and low-cost opportunities for growth, while remaining mindful of other veteran operations in the state. Since NCVRC is so unique to this industry, we wanted to ensure equally unique opportunities that can continue to grow with them as they grow in our region. The team that created this analysis is equipped with a well rounded background in Management, Marketing, Finance, Graphic Design, and Non-Profit Operations.



CURRENT ISSUES

After a strategic analysis of the functions and operations of NCVRC, we identified 3 core areas that would benefit from analysis and recommendations.



The first, which was self-identified by the NCVRC team was the need for an increase of cash flow. With the necessity to allocate money in the budget for at least 3 full-time salaries, this led us to develop recommendations that serve to increase cash flow while being mindful of the limited capacity of a small team. The ideas proposed are dedicated to the simplification, or diversification of current methods.



The second area we decided to focus on included the current financial structures and processes. While start-ups and non-profit organizations can become easily overwhelmed with their financials, it was clear from the start that NCVRC was organized and very aware of their financial standing. From this perspective we decided that they were in a strong position to continue to develop and strengthen their financial structures by taking them to the next level.



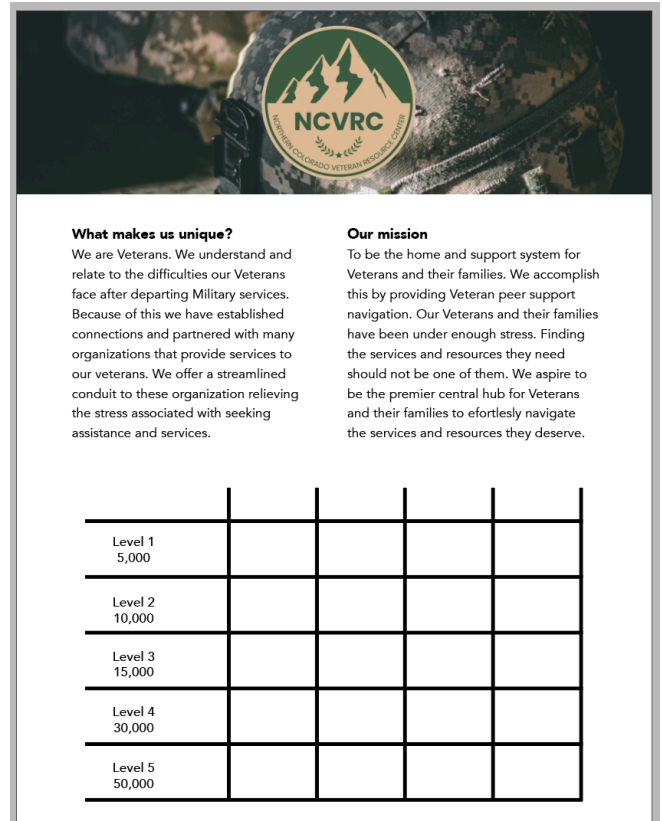
The last area we decided to focus on was the website. With this in mind, we set out to develop a more organized and functional layout that would serve veterans, donors, and sponsors.

RECOMMENDATIONS

SPONSORSHIP STRATEGIES

Recommendation #1- Sponsor Document

A sponsorship document can serve as an integral asset in any sponsorship meeting. Our first sponsorship recommendation is to create a simple, front and back sponsor handout that illustrates the following: story, mission, and sponsorship structure of NCVRC. This document can be shared on the NCVRC website and via email with potential sponsors. By keeping the sponsorship document minimal you are able to highlight only the most essential information, and allow the potential sponsor to walk away with an easily understood takeaway. This document can be created and customized in the graphic design program you currently use, Canva. Please see the provided example for a visual representation. This document should be revisited and updated annually.



Recommendation #2- Expansion of Online Donation Options

Along with implementing a sponsor document, we recommend expanding the offered donation options on the “donate” page. By expanding donation options, you can encourage and motivate individuals to give in more ways than one. Our goal is to provide more payment methods to make donating easier for individuals. Here is our step-by-step recommendation to a revised donation option.

- Step 1: Allow them to select a monthly or one-time gift.
- Step 2: Provide payment options with recommended amounts or “Your best gift”.

By changing the verbage from “donation” to “gift”, it shifts the tone of the donation.

- Step 3: Allow them to select a “gift” with their donation.

This thank you gift could be a blanket, hat, t-shirt, etc. Providing a gift shows appreciation for their donation and encourages others to donate, while also spreading your logo and increasing awareness. An additional recommendation is to allow donors to make a donation in honor of someone. This gives donors a personal connection when donating, and these donations can be celebrated on social media.

Along with providing new ways to donate, we recommend implementing frequent social media posts promoting the “donate page”. Frequent posts remind interested individuals to keep donating, and prompt other individuals to donate for the first time. By implementing these diverse donation options, rewards, and social media posts, NCVRC can increase their individual donor base.

The screenshot shows the NCVRC donation interface. At the top is the NCVRC logo and navigation links: Home, Services, Donate, With My PC, Contact. Step 1, 'Choose a Gift', has two buttons: 'One-Time Gift' and 'Monthly Gift'. Step 2, 'Choose an Amount', has three buttons: '\$20 Monthly', '\$30 Monthly', and '\$45 Monthly'. Below these is an 'or' button and a 'Your Best Gift' button with a dollar sign icon.

The screenshot shows the 'Your Thank You Gift' section with an image of a green and tan baseball cap. Below this is step 3, 'Payment Information', showing a payment of '\$20.00'. It includes fields for 'CARD NUMBER' (with a Visa logo), 'EXPIRATION DATE', 'CVV', and 'DONOR'S NAME'. There is a 'PAY NOW' button at the bottom.

Find the interactive link to this site outline here:
<https://xd.adobe.com/view/706b7a91-ac54-4108-452e-5f548d45e344-065a/>

Recommendation #3- Events

The idea of NCVRC hosting events as a source of income was developed to help support the Emergency Fund, and also support the promotion of NCVRC. A few seasonal fundraising events we recommend are:

- Yard flags
Donors would pay so much for a small yard flag to be posted in honor of thier donation. These flags can be posted either in personal yards, or in the yard of NCVRC.
- Barbecues
To alleviate costs, we recommend reaching out to corporations such as King Soopers for in-kind donations. This can also be a way for NCVRC to thank sponsors.

- **Christmas Donations**
Run a social campaign that encourages individuals to donate to NCVRC in honor of someone instead of purchasing a consumer good as a Christmas gift. To commemorate this, you can send them a thank you card or certificate for them to share with the recipient.
- **Yard Takeovers**
This is a strategy used by churches, sports teams, and other non-profits. Essentially, someone pays for you to place an odd object in a neighbors yard. From there, they can pay to remove the odd objects, or move the display to another yard. With the power of social media, we believe this can be a fun way for the Greeley community to engage in ' NCVRC.

Each event can be made low cost, and provide a cash flow for the emergency fund to be counted on throughout the year as a seasonal dependency. These events will help promote NCVRC in the community, and can all be achieved with entry level volunteers.

How to Promote these Events:

Promoting a business is no challenge at all with the help of all social media platforms. We recommend promoting your events on Facebook and/or post about your event on snapchat stories. In addition, you can post a flyer or picture on Instagram and Twitter. With the help of programs like Canva, you can easily create eye-catching flyers. It is important that businesses keep in mind in-kind donations as they can help with cost savings. In-kind donations are goods, services, or time instead of cash. For example In-kind donations can be beneficial when there will be a "lunch and learn" held and you need to provide food for guests. This allows non-profit organizations a cost savings allowing them to spend their funds on other sufficient things.

FINANCIAL ORGANIZATION STRATEGY

There is another large opportunity to be found in financing the aforementioned events through in-kind contributions. This means that as you are creating annual events and seasonal projects, you can use contributions from potential local business to supply the material. For example, if you were to pursue the flag campaign, you could go to Home Depot and ask for a donation or discount on the flags. If you are hosting a luncheon, use local caterers that could use their donation to you as a philanthropic marketing opportunity. In-Kind contributions are what are going to make these events worthwhile. We at NOCO Bears Consulting believe that this will have a massive impact in saving costs and getting your help to veterans who need it.

After our conversations and looking over your financial statements, we recommend a Financial Policy Statement for the NCVRC. As of now, most if not all of your earnings are poured

directly back into operations, which you have classified as everything that you spend. In order to develop structure and stability, you need to determine different categories for your expenses and potential earnings. A Financial Policy Statement is where you will determine where a percent of every dollar you earn goes.

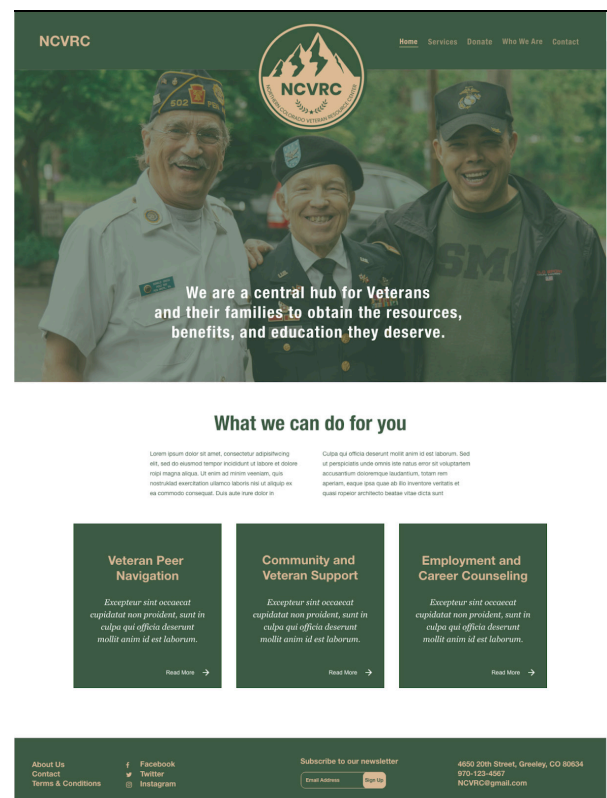
This is something you will have to determine for yourself, we do not have the knowledge of your needs in enough detail to decide these percentages. FOR EXAMPLE, once you plan annual events, (ten) percent of earnings will be saved specifically for that. When you determine annual salaries, (forty) percent will go towards that. When you determine your annual spending on drop in visits, put (twenty) percent towards those. Most importantly however, we highly recommend saving a sizeable percentage for an emergency fund. The emergency fund is not for veterans dropping in and needing a hotel room, those situations should be listed under veteran's assistance, but rather actual emergencies for the NCVRC. This fund will only be touched in situations where you need to pay a deductible on company property, or liability if brought under suit. These situations are rare, but can cripple a young business such as yours out of the blue. This percentage can grow or shrink as you determine your risk over time.

This Financial Policy Statement should be a written, signed document by everyone who handles company finances. These percentages should be discussed and expressly consented to amongst all managers. While it should be closely adhered to, it will change over time as your business grows and your income increases, or as your understanding of how these patterns affect day to day operations. We strongly believe that this statement will help you create a solid

WEBSITE UPDATES

We see an opportunity to improve some aspects of your website. We want to create a more inviting feel when a veteran or a donor visits your website. We have provided an example of a landing page and a donations page that demonstrate what we believe would help create a greater sense of a well-rounded brand. This includes using consistent imagery, color scheme, and font throughout all areas of your brand.

We also believe that the user experience can be improved by making some adjustments to the placement of a few items on your site. We chose to move donations to the navigation bar so it is immediately visible to those that would like to donate. We also updated the



donations page so that donors can easily choose between one-time payments or monthly donations. If they chose to donate monthly, we recommend showing gratitude by offering a small gift such as the hat that is on the donations page. We also simplified the placement of some of the recourses that you offer. We recommend eliminating any duplicate information that appears on your site in multiple places.

SUMMARY

In conclusion, we are confident that a focus on sponsors + donors, in addition to the financial structure and website upgrades will prove to be beneficial to NCVRC. Like we stated previously, NCVRC has an incredibly solid foundation, which makes them a viable candidate for the type of change and implementation we covered in this report. While any of the recommendations presented will elevate this organization to accomplish their goals, we recommend a focus on activities that bring in income.

Through the research we compiled on your industry, and the methods of other non-traditional organizations, we are confident that these recommendations will have a lasting impact on your mission.



**NOCO BEARS
CONSULTING**

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