

ICAM Pilot - Final Report In Indian Country - 2022





TABLE OF CONTENTS

Acknowledgements	2
Purpose	3
Project Output Targets and Success.....	4
Outcome Measures	4
Moving Forward/Sustainability	5
Lessons Learned	9
Impacts of COVID – 19	10
Appendices.....	11



ACKNOWLEDGEMENTS

The Federal Transit Administration (FTA) award of this Innovative Coordinated Access and Mobility (ICAM) grant, which made this project possible. In addition, Capacity Builders appreciates the grant administration assistance provided by the National Aging and Disability Transportation Center (NADTC), a partnership of Easterseals, Inc., and USAging.

Note: During this pilot project, Lou Go's Transportation had a name change to Let's Go Transportation which made it easier for potential customers to remember the name and re-branding by the new management.





PURPOSE

This ICAM Pilot project increased the availability of transportation services in the Northwest portion of New Mexico as well as the portion of Navajo Nation by the purchase of four new vehicles to provide an increase of ridership for the disabled and elderly travelers. The benefits of the project are significant and important to older adults, people with disabilities and the general population within the target area. This project increased access to transportation for essential needs – especially non-emergency medical needs. Grant funds were used to advance communication between dispatch and drivers by providing technology with tablets using TaxiCaller interactive software; upgrading of headsets, cabling, computer server; and purchase of a high-end color printer that creates signs, vinyl wrap for vehicles, and a laminator for placards for drivers and passenger.

During this grant period, Capacity Builders, Inc. surpassed the unduplicated performance measure target of 1000 individuals using non-medical transportation to 7,509, a seven-fold increase. Also, the target of 500 medical trips provided also was exceeded with 740 medical trips.

Through the collaboration efforts of the Northwest Transportation Alliance there were significant breakthroughs with this partnership that made transportation easier for the traveling public. By working with Red Apple Transit and the City of Farmington, on time riders improved and the satisfaction of customers showed an increase in ridership satisfaction by using the TaxiCaller system. Also, another community benefit was the hiring additional dispatchers and drivers in this high employment area due to the crash of the oil industry beginning in 2018, where many families stayed living in this community while and their primary “breadwinner” was forced to go work in the oilfields in southern New Mexico, Texas or Oklahoma.



TABLE 1 – PROJECT OUTPUT TARGETS AND SUCCESS

PERFORMANCE MEASURES	TARGET	ACTUAL
New unduplicated rides in San Juan County	1000	7,509
Medical trips provided over the course of the grant	500	740
Period of 4/21 – 10/21, rides to arrive to the destination on time (+/-15 minutes of scheduled)	70%	65% 1 month sample, Jan. 2021
Period of 11/21 – 3/22, rides to arrive to the destination on time (+/-15 minutes of scheduled)	80%	70% 1 month sample, Jan 2022
Period of one year from 4/21 through 3/2022, rides that arrived on time (+/-15 minutes of scheduled)		77%

OUTCOME MEASURES

OUTCOME MEASURES	TARGET	ACTUAL
Percent of clients feel satisfied with ride service	60%	92%
Percent of clients feel they would continue using the Let's Go – Safe ride app	80%	85%



FIGURE 1 – SATISFACTION RATING

Count by Rating Started from Customer Job Ratings
 LGDA Raw Ratings SQL created_at between April 1, 2021 March 31, 2022 X

1	★	2.10%
2	★	1.04%
3	★	1.37%
4	★	3.24%
5	★	92.25%

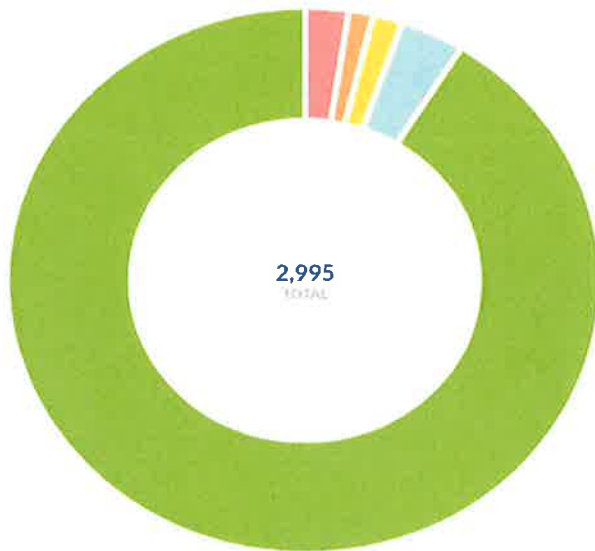


Figure 2 – Percent of Repeat App Users

Percent of repeat App...



MOVING FORWARD/SUSTAINABILITY

In building sustainability for this project in the years ahead, Capacity Builders has created a Transportation Strategy that our company will follow for five years. This includes our guiding principles for the future, with the focus on transportation to the underserved. Since the beginning of Let's Go, (formally Lou Go's) the guiding principle has always been to reduce



DWI/DUI instances in San Juan County by offering free or reduced taxi rides to intoxicated individuals. By increasing ridership this allows Capacity Builders, Inc. to have the funding availability to provide free or reduced fares on special occasions such as New Year's Eve, Fat Tuesday, Cinco de Mayo and other occasions where patrons may overextend themselves while enjoying the festivities.



Another guiding principle is to continue to work closely with the City of Farmington on their Tourism Initiative to reduce global warming by purchasing hybrid vehicles now and in the future. Also, working with the City of Farmington to encourage families and visitors to adventure into riding mountain bikes in the Animas River Trail, Riverside Nature Center Loop, and Animas Park to Broadway. These developed Trails are perfect for those looking for a mellow ride along the river and through parks and woodlands. The City of Farmington and River Reach Foundation maintain the trails and work together on the river corridor trail system. Capacity Builders will work towards becoming a corporate sponsor of the Road Apple Rally annual mountain bike race held in Farmington on the first Saturday in October. One of the longest-running mountain bike races in the United States, it is a regional favorite with pros and amateurs from across the nation.

Offering free or reduced rides to elderly and disabled persons, including veterans, has been our focus. Capacity Builders, Inc. serves many underserved individuals and families in this region with transportation. We strive to work with law enforcement, shelters, and homeless/transition housing non-profits such as the Red Cross, People Helping the Homeless (PATH), San Juan Center for Independence and others to waive transportation fees if needed for an individual or families. Always having a "pool" of taxi dollars to serve in an emergency has been a priority being that off-work hours there is no other option for travel in this rural community and into the Navajo Nation. Keeping this pool of money available and with enough



funds to cover such emergency is a strategy that is visited semi-monthly during our management meetings.

Capacity Builders, Inc. has plans with the tribal elders, Shiprock Chapter House Officials to bring the community of Shiprock a regular transportation schedule with daily set routes to Farmington for (30 miles one way) shopping, attend education institutions, opportunities for employment can be made possible if these Navajo individuals have access to reliable daily transportation.



Shiprock, New Mexico

A large contribution to sustainability that Capacity Builders, Inc. has secured over the last two years is an operating contract for the City of Farmington's Red Apple Transit Bus System. We provide bus scheduling services, trained drivers, payroll, and daily operation of more than 15 full time union drivers, 3 dispatchers and 16 shuttle buses within the Farmington area.

Our staff is empowered to connect with other companies and professionals. This enables us to recruit and deploy staff if our services are needed in locations outside our home base of Farmington. We nurture the relationships and partnerships that were developed under the Northwest



Transportation Alliance and received resources and guidance from the Northwest New Mexico Council of Governments by attending meetings and networking with other professionals.

As in the past, Capacity Builders, Inc. is one of only three remaining local non-profit organizations that have successfully “survived COVID”. Many of our community non-profits have closed their doors and do not have the support base to reopen. By diversifying our services and listening to our partners, we became the “Go To” company for training for Opioids, Suicide Prevention, Native Curriculum Development, developing a successful youth Workforce, Mental Health Therapy and other vital programs including Transportation. Expansion of our fleet service through this grant and upgrading our technology greatly advanced this approach.

Capacity Builders, Inc. developed 5-year strategies for each service sector. In the past, we had many different sectors offering services to the community. Through our new holistic growth blueprint, we reduced the number of sectors and focused expansion in the sectors within in our expertise, skills, and abilities. Using these grant funds in our transportation sector allowed this company to solidify itself as a reliable, adaptable, and growing company.

Capacity Builders was chosen by Villanova University, School of Business where four students in a graduate level economics course called, “Social Enterprise Practicum” were tasked to develop a long-term business plan for a non-profit company. The graduate students met with the Capacity Builders, Inc. administrative staff over 5 months. Each student had an area of focus: IT, Business, Marketing, etc. The final product was a presentation to the larger management staff and was well received with their SWAT Analysis, Goals and Strategies, Ideas for Revenue Generation, and Implementation Roadmap. The strategies developed by this consulting team are outlined in this sustainability section as described and included in the Appendix.



VILLANOVA
UNIVERSITY



LESSONS LEARNED

Several lessons learned are worth mentioning, especially the need to understand the funder and resources and staff available to support the program. This was especially true regarding TrAMS, ECHOweb, NADTC, Easterseals, Inc. and others. Understanding how NADTC reporting, and the FTA reimbursement process fit into the ICAM grant program was paramount to moving this grant award into funding authority status. At times, our Federal Transit Administration regional office was nonresponsive for weeks at a time. There was much confusion when we were directed to talk to many organizations to get funding authority through required paperwork from different offices. Finally, Steve Yaffe, the NADTC grant liaison for this project, spoke on our behalf with FTA Region 6 to get the project started. After 9 months into the first year, we finally received funding authority. Weeks after submitting the required paperwork to get funding approval, an email was received about a filing, a needed Title VI plan for equity before approval was given. These types of additional documents made the on-boarding of our company difficult and caused program delays in the first year.

A second lesson was the paperwork required for the purchase of the new vehicles and the process to get funding authority. This was highly cumbersome and time sensitive. We finally had 3 days to draw down funds and make the purchases. We did follow the federal procurement process, but the short window of time to make the purchases was stressful. Lesson learned was to have a Zoom call with all representatives, including a Region 6 finance staffer, prior to starting the procurement process.

A third lesson learned is that we should have reached out to other grantees that had been funded a ICAM grant previously. They could have assisted us in the process of submitting FFR's, guidance with program requirements, and understanding the interconnection of all the agencies on the project. Looking back, speaking to other ICAM grantee Project Directors when we were struggling to get answers from our regional office would have helped us in a long way.



IMPACTS OF COVID-19

The State of New Mexico designated our Let's Go shared ride taxi service as essential, enabling continued transportation services. In the beginning, ridership dropped. However, as time progressed, clients finally decided that they needed to travel to designations and started to book rides again. Capacity Builders installed plexin guards that separate the driver and passenger and required wearing masks and sanitizing after each trip. Still, as the pandemic worsened, some drivers refused to drive passengers. Capacity Builders continued to deliver meals and groceries to seniors as well. Then by Year 2 of the pandemic, we still had a shortage of drivers. CBI responded by being flexible with driver's work schedules including weekend availability while working diligently to meet the travel demand by purchasing of the four ICAM vehicles in April 2021. This is evidenced by the large spike in ridership in May 2021 when the new vehicles became operational. The unduplicated riders remained higher overall than the first year of the COVID pandemic because of marketing and the aggressive recruiting and training of drivers.

TABLE 2 – NUMBER OF UNDUPLICATED RIDES PROVIDED BY MONTH AND YEAR

April 1, 2021, through March 31, 2022	
February 2021	170
May 2021	1074
June 2021	826
July 2021	765
August 2021	642
September 2021	594
October 2021	595
November 2021	480
December 2021	543
January 2022	522
February 2022	551
March 2022	747
Total	7,509



APPENDICES

- Capacity Builders, Inc. Community Transportation Needs Assessment Survey
- Flyer to the disabled and elderly
- Let's Go Taxi Service – marketing rack card, front and back
- Villanova School of Business, Social Enterprise PPT presentation

TRANSPORTATION NEEDS ASSESSMENT SURVEY

FOR SAN JUAN COUNTY SENIOR CITIZENS AND COUNTY RESIDENTS WITH DISABILITIES

Dear Community Member,

Enclosed you will find a simple survey that will be asking you questions about your daily transportation routines and possible needs for additional transportation resources. While anyone who is a San Juan County resident may take the survey to provide input, it is vital that we receive as much information as possible from the aging (65 and over) and/or ability challenged population of San Juan County.

This survey was created by local nonprofit, Capacity Builders Inc. It is our goal to capture the true and comprehensive need for expanded and modified transportation access amongst San Juan County individuals who are aging and/or who have disabilities. By taking the time to complete this survey, Capacity Builders Inc. will have the information it needs to make a compelling case report to the government to financially invest in the substantial expansion of San Juan County's public transportation system. Every survey counts in this effort and your participation is much appreciated.

Please take as much time as you need to answer each question to the best of your ability. The responses to this survey will be kept completely anonymous and will only be used by Capacity Builders Inc. to document responses.

If you have any questions or concerns, please contact : _____.
All completed surveys are due:

November 16, 2018 Deadline
Return Completed Surveys to:

Contact: _____

Thank you very much for your support and time.

Capacity Builders Inc.
Northwest New Mexico Transportation Alliance



TRANSPORTATION NEEDS ASSESSMENT SURVEY

1. Are you currently able to drive?
☐ No ☐ Yes
2. If you drive, to which of the following local destinations do you drive?
☐ Shopping, grocery store, bank
☐ Medical/dental appointments
☐ Social outings (friend or relative's home, restaurant, golf, etc.)
☐ Religious services
☐ School
☐ Work
☐ I don't drive to any destinations
3. Are there any circumstances under which you would prefer not to drive? (check all that apply)
☐ At nighttime
☐ To a destination more than 3 miles away
☐ To a medical appointment when I am not feeling well
☐ On high-speed highways or freeways
☐ To an area of town that I do not know very well
☐ I don't drive to any destinations
4. During the past 3 months, were you unable to travel to any of the following destinations because you did not have access to transportation (either your own car or a ride)?
☐ Shopping, grocery store, bank
☐ Medical/dental appointments
☐ Social outings (friend or relative's home, restaurant, golf, etc.)
☐ Religious services
☐ School
☐ Work
5. During the past 3 months, which of the following factors (if any) prevented you from taking trips outside your home? (check all that apply)
☐ Not comfortable driving/cannot drive
☐ Do not have a reliable vehicle
☐ Cannot afford gas, parking or insurance
☐ Cannot afford taxi/private transportation
☐ Do not have someone to drive me
☐ Do not have bus/public transportation services in my area
☐ Cannot afford to take the bus/public transportation service
☐ Not familiar with transportation options in my area
☐ Do not feel safe when traveling outside my home
☐ Do not know who to call for help
☐ Other: _____



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Barnington, NH 03001

505.326.4245

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6. Over the past 3 months, how much did you rely on others for transportation?
- ☐ For all of my trips
 - ☐ For about 75% of my trips
 - ☐ For about 50% of my trips
 - ☐ For about 25% of my trips
 - ☐ For none of my trips
7. If you depend on others for any of your trips, who do you depend on (check all that apply)?
- ☐ Spouse
 - ☐ Children/Other relatives
 - ☐ Friends/Neighbors
 - ☐ Private services, such as taxis
 - ☐ Public services (bus/public transportation system)
 - ☐ Volunteers (from churches or nonprofit organizations)
 - ☐ Other: _____
8. Which of the following statements about your *local public transportation system* are true for you (check all that apply)?
- ☐ I do not know if we have a public transportation system.
 - ☐ I do not use public transportation services because
 - ☐ they do not feel safe
 - ☐ I cannot afford to pay for them
 - ☐ service is not offered to destinations I want to visit
 - ☐ they do not operate at times when I need to travel
 - ☐ I do not have enough information about times, routes, etc. to use them
 - ☐ it takes too long to get to destinations
 - ☐ service is not reliable
 - ☐ I do not wish to
 - ☐ I cannot use the public transportation system because
 - ☐ I cannot walk to the closest bus/public transportation stop
 - ☐ Service is not provided near where I live
 - ☐ The service cannot accommodate my wheelchair
 - ☐ The service cannot accommodate my other needs
- (Please specify: _____)
9. If you have *door-to-door bus/public transportation services* available in your community, please indicate which of the following statements are true for you (check all that apply):
- ☐ I am not eligible to use these services
 - ☐ I am not familiar with how to use these services
 - ☐ These services do not feel safe
 - ☐ These services are too expensive



- ☐ These services are not provided where I live
- ☐ I have to schedule these services too far in advance to be useful
- ☐ These services often are full when I call for a ride
- ☐ It takes too long to get to destinations on these services

10. If you have *taxi or private services* available in your community, please indicate which of the following statements are true for you (check all that apply):

- ☐ I am not familiar with who provides these services
- ☐ These services do not feel safe
- ☐ These services are too expensive
- ☐ These services are not provided where I live
- ☐ These services do not operate at times when I need to travel
- ☐ I cannot use these services for health reasons (i.e. I am not physically able to ride in a taxi)
- ☐ These services are not reliable

11. Over the next 1-3 years, to which of these destinations do you anticipate needing transportation because you will be unable to drive there?

- ☐ Shopping, grocery store, bank
- ☐ Medical/dental appointments
- ☐ Social outings (friend or relative's home, restaurant, golf, etc.)
- ☐ Religious services
- ☐ School
- ☐ Work

12. Are you in need of non-emergency medical transport services (travel assistance to doctor's appointments and related medical assistance) for more than once every 3 months?

- ☐ Yes
- ☐ No

13. If so, do you regularly use a reputable non-emergency medical transport service provider?

- ☐ Yes
- ☐ No

14. If you have a need for non-emergency medical transport and do or do not use it, what problems or access barriers have you experienced in using the service, if applicable? (check as many as applicable)

- ☐ I don't know about these types of services
- ☐ My insurance/medical coverage doesn't help pay for these services
(if so, what type of coverage do you have? _____)
- ☐ I need help understanding what these services include and how I can use them
(if so, please feel free to call our transport assistance hotline at 505-324-6568)

15. Overall, how satisfied are you with your ability to get around in San Juan County when you want or need to go somewhere?

- ☐ Completely satisfied
- ☐ Satisfied



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Longmont, CO 80501

970.326.1225

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- ☐ Neutral
- ☐ Dissatisfied
- ☐ Completely dissatisfied

16. Please choose the option that best represents how easy or difficult you think it will be to get to where you need or want to go when you are older or have a condition/worsening condition that limits mobility.

- ☐ Very easy
- ☐ Easy
- ☐ Neutral
- ☐ Difficult
- ☐ Very difficult

17. What is your age?

- ☐ Under 65
- ☐ 65 – 70 years
- ☐ 71 – 75 years
- ☐ 76 – 80 years
- ☐ 81 – 85 years
- ☐ 86+

18. What is your gender?

- ☐ Female
- ☐ Male

19. What is your race/ethnicity?

- ☐ American Indian or Alaskan Native
- ☐ Asian
- ☐ Black or African American
- ☐ Hispanic
- ☐ White/Caucasian
- ☐ Other

20. What is your approximate household income in the past 12 months including wage, social security, pensions, any interest collected on savings and investment? (remember this will be kept confidential)

- ☐ Less than \$10,000
- ☐ \$10,000 - \$15,000
- ☐ \$15,000 - \$25,000
- ☐ \$25,000 - \$35,000
- ☐ \$35,000 - \$45,000
- ☐ \$45,000 - \$55,000
- ☐ \$55,000 - \$75,000
- ☐ \$75+



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21. Please select the best response that most accurately represents your health in general.

- ☐ Very poor
- ☐ Poor
- ☐ Fair
- ☐ Good
- ☐ Very good

22. Do you use any of the following aids to get around?

- ☐ Cane, crutch, or walker
- ☐ Electric scooter
- ☐ Wheelchair
- ☐ Other: _____
- ☐ I do not use an aid to get around

23. Do you have any disabilities or impairments? (check all that apply)

- ☐ No, I do not have any disabilities or impairments
- ☐ Yes, I have a sensory impairment (vision or hearing)
- ☐ Yes, I have a mobility impairment
- ☐ Yes, I have a cognitive disability (i.e. Alzheimer's disease)
- ☐ Yes, I have a developmental disorder (i.e. ADHD, Autism Spectrum Disorder)
- ☐ Yes, I have a mental health disorder (i.e. depression, anxiety)
- ☐ Yes, I have a medical disability not listed above

24. Are you a full-time resident of San Juan County?

- ☐ Yes
- ☐ No

25. If so, how long have you lived in San Juan County? _____ years

26. What is your zip code? _____

27. What are the major cross streets or address of where you reside?

28. Can you list specific locations or stores/landmarks where you would like there to be new/better access from the local public transportation system? _____

Thank you very much for your support and time. Please make sure your completed survey is returned to the individual listed below before the deadline:

November 16, 2018 Deadline
Return Completed Surveys to:

Contact: _____ Phone: _____

Capacity Builders Inc. :: Northwest New Mexico Transportation Alliance



Free Shuttle Services

*For Senior Citizens
and Individuals
with Disabilities*



- ✓ Shopping
- ✓ Hair Appointments
- ✓ Religious Services
- ✓ Medical Appointments
- ✓ Visiting family or friends

Let us do the driving **Need a lift?**

Lou Go's taxi is now providing free transportation to senior citizens (65+) and individuals with disabilities in San Juan County. Shuttle services from Aztec, Bloomfield, Kirtland, senior centers and chapter houses will run four (4) days per week from 7am - 7pm.

We require 48 hours advance notice to schedule rides. Book your ride today by calling 505-324-6568.

Address:
210 N Auburn Ave, Farmington, NM
[facebook.com/LouGostaxi](https://www.facebook.com/LouGostaxi)
[Instagram.lougostaxi](https://www.instagram.com/lougostaxi)

Call Us
505-324-6568

TAXI SERVICE



- ✓ Open 24/7
- ✓ Safe Rides
- ✓ Fast Response



**Book a ride with us
today!**

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**Farmington, Gallup
& Surrounding Areas**



- FOOD ORDER PICK-UP
 - PHARMACY RUN
- GROCERY STORE
 - TO-&-FROM-WORK
- DOCTORS VISITS
 - AIRPORT-RUNS
(UP-TO 300 MILES)



@LetsGoTaxiFarmington

@LetsGoTaxiGallup



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Capacity Builders, Inc.

Social Enterprise Practicum

Villanova School of Business

Robert Felson | Gabrielle Miles | Katie Scott | Jason Toney

VALUES (3R Culture)



Respect



Responsibility



Resiliency



CURRENT STATE



Key to Success

- ✓ Created a champion team consisting of individuals with professional expertise and backgrounds
- ✓ Increased awareness in contract negotiations
- ✓ Streamlined the accounting system for proper control and management
- ✓ Developed a recent partnership with the Navajo Nation Division of Public Safety
- ✓ Maintained operations during the COVID-19 pandemic without a reduction in force.
- ✓ Increasing training and development within the workforce
- ✓ Successfully established a pilot program with the National Park Service for the opportunity to house interns from Native American communities.

Challenges

- ✓ Adopt a learning culture
- ✓ Increase Financial Planning
- ✓ Absence of Marketing Plan/ Strategy
- ✓ Maintaining a Social Media and Web Presence



Goals



Implement a self-sustainable strategy to increase brand awareness



Develop a marketing strategy or plan to address the unmet needs in relation to social and digital media presence, public relations, and branding.

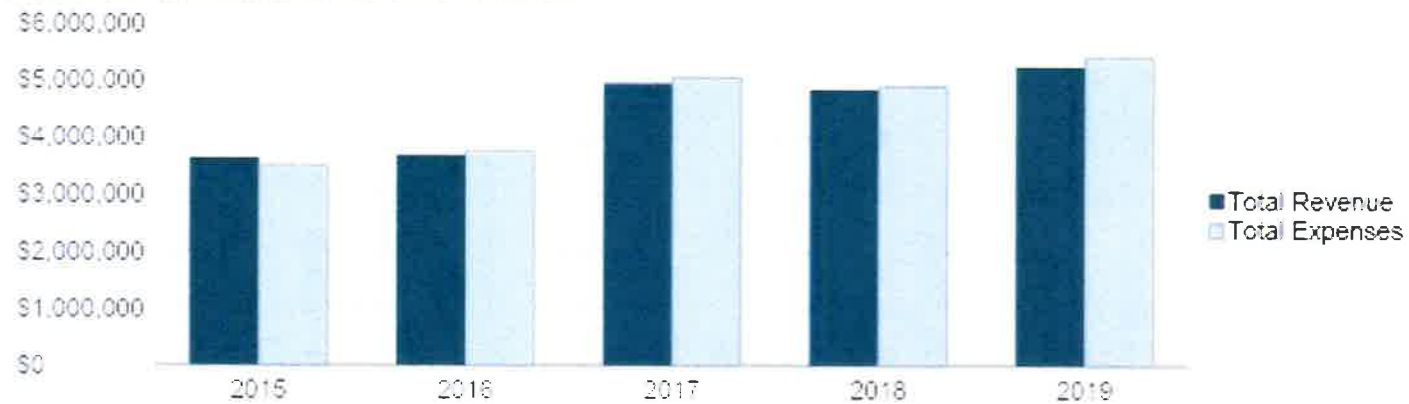


Invest in CBI's current network infrastructure

FINANCIAL OPERATIONS

5 YEAR SUMMARY	2015	2016	2017	2018	2019
Total Revenue	\$3,622,015	\$3,681,010	\$4,939,418	\$4,829,909	\$5,251,272
Total Expenses	\$3,498,795	\$3,745,682	\$5,057,941	\$4,898,609	\$5,427,850
NET INCOME	\$123,220	\$-64,672	\$-118,523	\$-68,700	\$-176,578

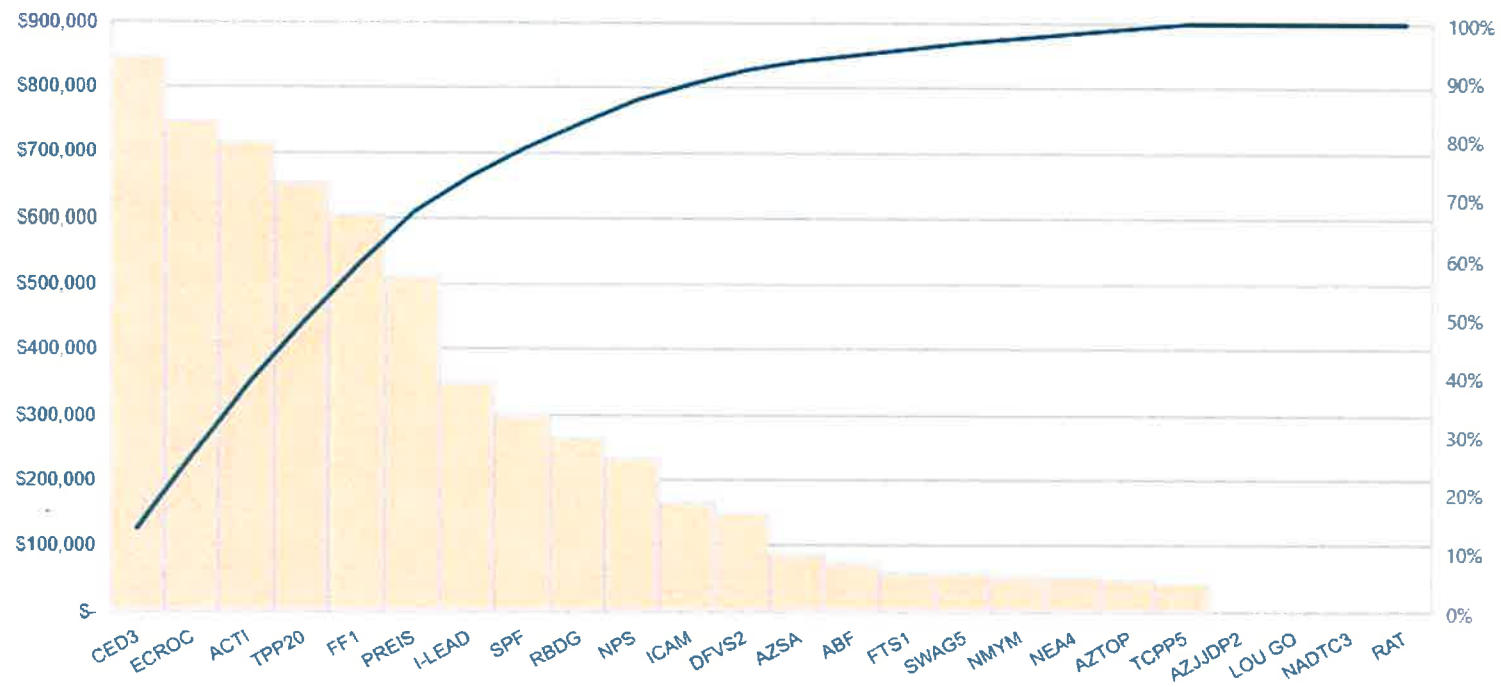
Annual Income & Gross Profit



Source: projects.propublica.org

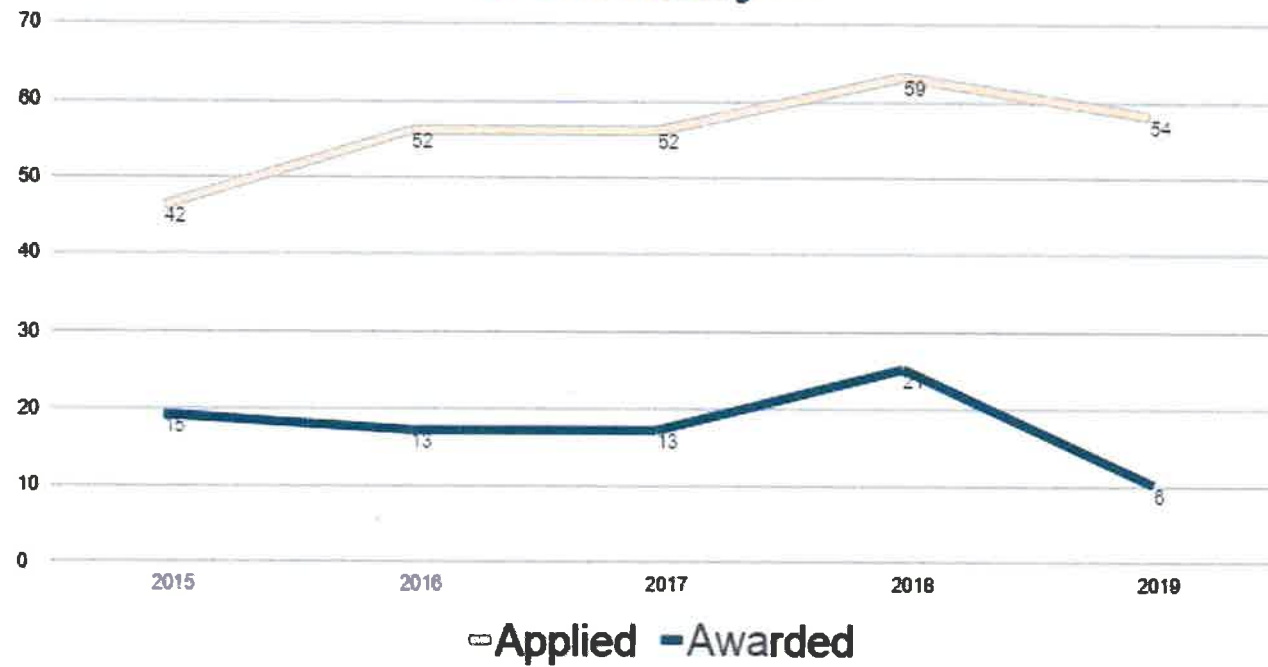
FINANCIAL OPERATIONS (Cont.)

CBI Grant Overview



FINANCIAL OPERATIONS (Cont.)

Grant Analysis



SWOT Analysis

Strengths

Strong Core Message

Experienced Leadership Team

Strong Community Partnerships

Weaknesses

Overextended

Low Media Presence

Brand Expansion Needed

Opportunities

Grant Writing Service Capacity

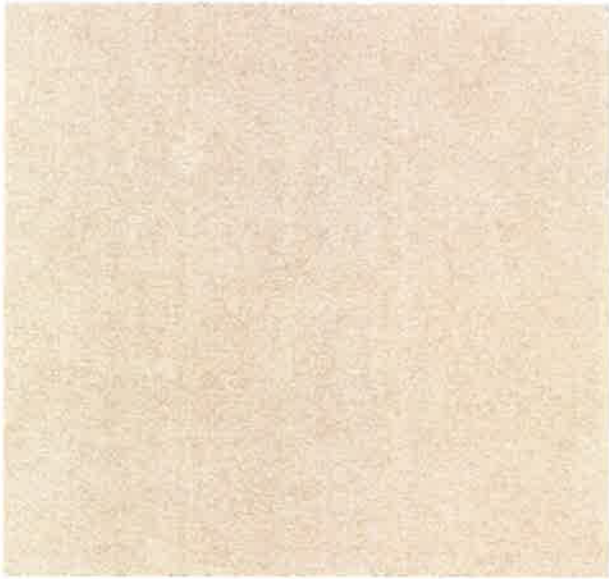
Community Partnership Utilization

Threats

Long-Term Sustainability Concerns

Rising Program Costs

Recommendations



Grant Consultancy and Education

Writing



Grant Writing

Write full grant applications tailored to the specific grantmaker

Grant Editing

Provide grant analyses and recommendations to strengthen proposals

Consulting

Grant Research

Search foundation and government grant opportunities to find the best fit for an organization based on the client's mission

Grant Review

CBI's experienced writers will act as a review panel prior to the client finalizing an application for submission

Grant Expert

A CBI grant writing expert can be scheduled on an hourly, as needed basis



Education

CBI will work with individuals and organizations to enhance their grant writing skills and practices

Online Curriculum

- CBI can create an online curriculum of recorded videos covering a broad range of topics around grant process



Financial Impact

CBI Grant Writing Consulting									
Month	1	2	3	4	5	6	12	18	24
Grant Writing Consultants			1				2	3	4
Foundation Proposals	0	1	0	0	1	1	2	3	4
State Proposals	0	0	1	0	1	1	2	3	4
Federal Proposals	0	0	0	1	0	1	2	3	4
Consulting Service Hours	0	0	3	5	10	10	20	30	40
Revenue	\$ -	\$ 2,000	\$ 4,150	\$ 7,250	\$ 6,500	\$ 13,500	\$ 27,000	\$ 40,500	\$ 54,000
Costs	\$ 3,250	\$ 3,550	\$ 3,865	\$ 4,325	\$ 4,200	\$ 8,500	\$ 17,000	\$ 25,500	\$ 34,000
Profits	\$ (3,250)	\$ (1,550)	\$ 285	\$ 2,925	\$ 2,300	\$ 5,000	\$ 10,000	\$ 15,000	\$ 20,000
CBI Grant Writing Education									
Month	1	2	3	4	5	6	12	18	24
Number of Online Courses	0	1	2	3	4	5	10	12	15
Courses Sold	0	5	10	15	20	25	50	120	150
Revenue	\$ -	\$ 250	\$ 600	\$ 900	\$ 1,200	\$ 1,500	\$ 3,000	\$ 6,600	\$ 8,250
Costs	\$ -	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ -	\$ -
Profits	\$ -	\$ (50)	\$ 300	\$ 600	\$ 900	\$ 1,200	\$ 2,700	\$ 6,600	\$ 8,250
CBI Grant Writing Consulting and Education Combined									
Month	1	2	3	4	5	6	12	18	24
Revenue	\$ -	\$ 2,250	\$ 4,750	\$ 8,150	\$ 7,700	\$ 15,000	\$ 30,000	\$ 47,100	\$ 62,250
Costs	\$ 3,250	\$ 3,850	\$ 4,165	\$ 4,625	\$ 4,500	\$ 8,800	\$ 17,300	\$ 25,500	\$ 34,000
Profits	\$ (3,250)	\$ (1,600)	\$ 585	\$ 3,525	\$ 3,200	\$ 6,200	\$ 12,700	\$ 21,600	\$ 28,250

Recommendation Strategic Partnerships



Why Strategic Partnerships?



Ensure Sustainability of Future State



Market Awareness



Develop a work force, alliance, and volunteer HQ

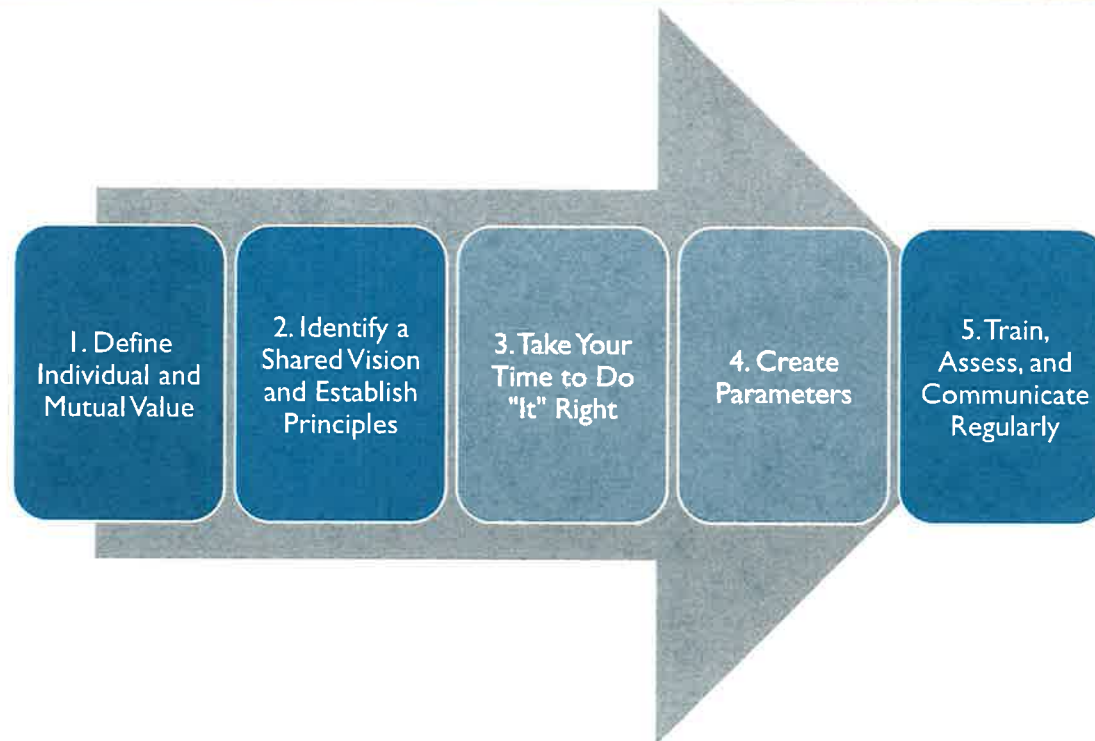
Bottom Line: CBI cannot sustain by doing business alone

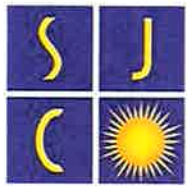


What is a Strategic Partnership and How to Build One?

A strategic partnership is a business partnership that involves the sharing of resources between two or more individuals or companies to help all involved succeed.

Typically, two companies form a strategic partnership when each possess one or more assets or expertise that will help the other expand their business.





New Mexico
GAS COMPANY



Potential Strategic Partners

- Ø Local, statewide, and Four Corner region colleges
 - Ø San Juan College
 - Ø Dine College
 - Ø Fort Lewis College
- Ø Local Change Agents
 - Ø City of Farmington
 - Ø Chamber of Commerce
 - Ø Farmington Convention & Visitor's Bureau
- Ø Gas Company of New Mexico

Strategic Partnerships Implementation

Advisory Boards

- A volunteer group formed to give advice and support to the board of directors or executive staff
- **Potential Board Members Include:**
 - Prospective Donors
 - Community Representatives
 - Young Adults & Past Interns
 - Local News Personnel
 - Local Service Members (Police, Fire, EMT, etc.)
 - State and Local Government Representatives and Staff
 - University Regents & Administrators
 - Corporate Representatives
 - Non-Profit Representatives

Corporate Partnerships

- Corporate sponsor/partner join forces to meet a common goal based on shared values.
- **Additional Operating Funds:** In exchange for the use of its name on your promotional materials or at events, a business will make substantial donations to a nonprofit.
- **Enhanced Network:** Established businesses often have deep connections in the community and can use them to help your nonprofit network and flourish
- **Increased Volunteer Pool:** When businesses partner with nonprofit organizations, some of their employees may become inspired to volunteer

Strategic Partnerships Implementation

University Funding

- Most universities have strategic partnerships with Nonprofit 501(c)(3) organizations.
 - Leadership Dinners
 - Auctions
 - Guest Speaking
- CBI as a featured strategic partner

Consulting Partnerships

- Consulting and Business Development Center - UW
- Small Business Development Center - NMJC and San Juan College



Alternative Ideas for Revenue Generation



Round Up Campaign

- Partner with Wal-Mart or another local retailer, likely a grocer, and host a “round up” campaign

Expand Lou Go's

- As a current success, become THE reliable source of transportation for anyone in need of a ride home from the casinos.

Pizza Promotion

- Pizza9 is a local pizza chain who offer fundraising opportunity with a 40% return of net sales.

Sport Tournaments

- In conjunction with Convention & Visitor's Bureau, manage concessions or co-host the event.



Implementation Roadmap



The background is a dark, textured surface, possibly a book cover or a wall, with a blue horizontal band across the center. The texture is grainy and uneven, with some lighter and darker patches. The blue band is a solid, medium blue color.

Ahéhee' (*Thank You*)