



WORKBOOK and USER GUIDE

for

**the Enhanced and Updated Online
Business Plan Development Tool**

**For Questions or Technical Assistance,
Contact the Neighborhood Networks Information Center at
(888) 312-2743 (toll free)**

HUD's Neighborhood Networks

About HUD's Neighborhood Networks

Neighborhood Networks establishes community learning centers that improve computer access; advance literacy; and provide access to employment opportunities for adults, children, and seniors living in HUD-insured and assisted housing. Created by HUD in 1995, Neighborhood Networks was one of the first federal initiatives to promote self-sufficiency and help provide computer access to low-income housing communities.

With support from innovative public-private partnerships, Neighborhood Networks centers sponsor a range of services and programs. Each center is designed to serve the needs of the residents in the communities in which they are located. Centers across the nation are:

- Preparing adults to enter the workforce by offering classes such as computer skills, resume writing, interviewing techniques, job placement services, General Educational Development (GED) preparation, and English as a Second Language (ESL).
- Assisting youth with academic and personal growth through educational afterschool activities and mentoring programs.
- Improving the lives of seniors by showing them how to use computers to stay in touch with family and friends or search for healthcare benefits online.

To learn more, explore the Neighborhood Networks Web site at www.NeighborhoodNetworks.org or call the Neighborhood Networks Information Center toll free at (888) 312-2743.

Revised September 2008

About the Strategic Tracking and Reporting Tool and the Neighborhood Networks at Work Portal

Strategic Tracking And Reporting Tool (START). START was created in 2001 to assist Neighborhood Networks center staff with the electronic preparation and submission to HUD of a business plan. The business plan provides the opportunity for center staff to define a center’s mission, organization, management, and operation. The START Workbook provides guidance on how to use START, and it discusses Center Classification, Center Assessment and Evaluation and provides answers to Frequently Asked Questions.

Advantages for Center Staff. With START, critical facets of center development can be tracked and evaluated, including:

- Developing a center budget.
- Planning center operations.
- Identifying partners for the center.
- Assessing program performance.
- Developing organizational structure.
- Capturing resident demographics.

Neighborhood Networks center staff can update and change their centers’ online business plans as needed to reflect present conditions. A START center assessment feature allows center staff to evaluate their centers’ performance over the course of a 12-month fiscal year. START can also help center staff advance their centers through all three levels of Neighborhood Networks Center Classification – Designated, Certified, and Model.

As a planning tool, START helps Neighborhood Networks center staff think through strategies, develop solid and measurable objectives, and work efficiently toward sustainability. START also serves as a marketing tool. By developing a comprehensive business plan, center staff convey to partners and grantmakers that Neighborhood Networks centers are serious ventures worth supporting... with the outcomes to prove it.

Advantages for HUD Neighborhood Networks Coordinators. START includes several enhancements that help HUD Neighborhood Networks Coordinators with online business plan management, tracking, and Center Classification. Coordinators can comment on and approve center profiles, business plans, annual assessments, and review requests for Model Center Classification.

START also creates a variety of reports for HUD Neighborhood Networks Coordinators as quickly and as often as necessary, including aggregate “snapshots” of the latest information collected from centers using START to create business plans. Coordinators can also access information on Neighborhood Networks centers nationwide by state, region, HUD field office, or fiscal year of creation.

Neighborhood Networks at Work Portal. START is one of the tools created to make the planning, establishing, operating, managing and maintenance of a center efficient and easy. All of the tools can be easily accessed in the Neighborhood Networks at Work portal on the Neighborhood Networks Web site. The tools include:

- ***Center Profile Tool*** – Center staff can create or update their center profiles through this tool. Coordinators use this tool to view and approve center profiles. HUD Neighborhood Networks Coordinators also have a Coordinator Profile Tool, which they can use update contact information and/or provide START access to an additional HUD Coordinator for assistance with reviewing START business plans.
- ***Classification Tool*** – Center staff may use this tool to submit a request for advancement to Model Center Classification status in the Neighborhood Networks Center Classification process. HUD Neighborhood Networks Coordinators can receive and review center requests, make comments, and approve or disapprove center requests.
- ***Center User/START Management Tool*** - Center staff can use this tool to create or update center user logins, which allows for multiple users collaborating to complete a business plan. HUD Neighborhood Networks Coordinators can use this tool to approve and comment on business plans and assessments.
- ***Center Web Site Tool*** – Center staff can use this tool to create their very own Web site for their center by completing a simple online step-by-step process. HUD Neighborhood Networks Coordinators can review the center Web sites with this tool, as well.
- ***Center Calendar of Events Tool*** – Center staff can utilize this tool to advertise events that are occurring at their centers, and HUD Neighborhood Networks Coordinators can use the tool to review events held in their jurisdictions. Events entered here are reflected on the national Calendar of Events on the Neighborhood Networks Web site.
- ***Center Activities Update Tool*** -- This tool allows center staff to inform their HUD Neighborhood Networks Coordinators of ongoing activities hosted at their centers. It may be used as a weekly or monthly "report" that can be submitted to HUD Neighborhood Networks Coordinators, who may then make comments, offer congratulations, and/or ask questions regarding the activities. The HUD Neighborhood Networks Coordinator responses are viewable by the centers that utilize the tool.
- ***Survey Tool*** – Center staff can utilize this tool to participate in surveys periodically conducted by the Neighborhood Networks Initiative.

How to Use the START Workbook and User Guide

The START Workbook and User Guide consists of three basic sections: Part I, Workbook; Part II, Center User Guide; and Part III, HUD Neighborhood Networks Coordinator and HUD Staff User Guide.

Part I: Workbook

The Workbook section is designed to help gather the information that will be input into START. It is divided into subsections. This section also reviews the Center Assessment and Evaluation and Neighborhood Networks Center Classification process, and provides answers to Frequently Asked Questions about START.

Part II: Center User Guide

The Center User Guide section is designed to help center staff navigate START online. It utilizes screenshots to highlight specific and useful features of START, and details how center staff utilize START to advance their centers through the Neighborhood Networks Center Classification process.

Part III: HUD Neighborhood Networks Coordinator and HUD Staff User Guide

The HUD Neighborhood Networks Coordinator and HUD Staff User Guide section is designed to help HUD Neighborhood Networks Coordinators and HUD Staff navigate START online. Using screenshots to highlight specific and useful START features, it also details how HUD staff utilize START to fulfill their responsibilities within the Neighborhood Networks Center Classification process.

Work Smart. Use START.

PART I

START

Workbook

PART I: TABLE OF CONTENTS

Part I is a workbook that assists centers with the creation of a business plan by discussing the process and providing a format that allows centers to record information needed to develop a business plan.

Section 1:	Welcome to START!	11
Section 2:	Beginning the START Process	13
Section 3:	Budgeting and Fundraising	26
Section 4:	Planning for Center Operations	39
Section 5:	Organization and Management	45
Section 6:	Program Planning.....	51
Section 7:	Marketing and Outreach	59
Section 8:	Business Plan Reports.....	68
Section 9:	Assessment and Evaluation.....	82
Section 10:	Center Classification.....	90
Section 11:	Frequently Asked Questions	94

Section 1: Welcome to START!

The best way to conceptualize completing a START business plan is to think of it as a four-phase process.

Phase 1: Data Collection	Phase 2: Inputting Data Into START
<p>The START Workbook helps collect data that is needed to complete a business plan in START.</p> <p>This information includes:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Mission statement. <input type="checkbox"/> Benefits to stakeholders and the community. <input type="checkbox"/> A community assessment. <input type="checkbox"/> A resident assessment. <input type="checkbox"/> Potential partners. <input type="checkbox"/> Annual program outcomes. <input type="checkbox"/> And much more. 	<p>Once data collection is complete, input data into the following START sections:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Starting the START Process. <input type="checkbox"/> Budgeting and Fundraising. <input type="checkbox"/> Planning for Center Operations. <input type="checkbox"/> Organization and Management. <input type="checkbox"/> Program Planning. <input type="checkbox"/> Marketing and Outreach. <input type="checkbox"/> Business Plan Reports. <input type="checkbox"/> Assessment and Evaluation. <p>Each section contains subsections. In several of these sections, center staff will input <i>goals</i>, <i>activities</i>, and <i>outcomes</i>.</p>
Phase 3: Create, Save and Submit Your Business Plan	Phase 4: Ongoing Updates and Maintenance
<p>Once the center’s data is entered in START, the data is transformed into a professional looking business plan that can be saved and submitted to HUD.</p>	<p>START’s usefulness does not end with business plan submission. It also helps track center changes and accomplishments. Return to START frequently to:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Track and assess partnership activities. <input type="checkbox"/> Mark progress toward center goals, activities, and outcomes. <input type="checkbox"/> Identify outcomes and results for fundraising and grantwriting activities. <input type="checkbox"/> Update changes in center staffing, staff responsibilities, and property information.

Don't START Yet!

Before inputting data, center staff should take some time to think about the Neighborhood Networks center they hope to create or shape. Answering each question below will provide essential information that can be used throughout the START process.

- Who will contribute to the development and maintenance of the center (residents, owners, community members)?

- What population will the center serve (residents, community members, children)?

- What are the important demographics of the people that will be served by the center?

- Will the center be located on or offsite? If onsite, where specifically in the HUD development will the center be located? If offsite, where will the center be located in relation to the property?

- What will be the target date for the center to become operational? What will be the timeframe for startup? What will be the hours of operation?

- What will be the purpose of the center?

- How do you envision a successful center?

- Will the center be unique? If so, how?

- How will the center benefit the population served?

Section 2: Beginning the START Process

Section Overview

Before beginning the planning process for the Neighborhood Networks center, identify the needs and interests of potential center stakeholders. This section helps center staff:

- ❑ Create a center profile.
- ❑ Create a mission statement for the center.
- ❑ Determine benefits for stakeholders.
- ❑ Determine community assets and resources.
- ❑ Determine staffing resources.
- ❑ Identify potential stakeholders.
- ❑ Identify interests and needs of potential stakeholders.

First Things First—Create a Center Profile

To begin inputting data for a START business plan, create a center profile (if it has not been done already). The following information is needed for the profile:

General information

Full and exact name of center _____
Center address _____
City _____ State _____
Zip Code _____ E-mail _____
Phone _____ Extension _____
Fax _____ Web site _____

Alternate Address _____
Alternate City, State _____
Alternate Zip Code _____

Indicate the center phase (choose one only):

- | | |
|-------------------------|-----------------------------|
| 1. In planning _____ | 4. Center operational _____ |
| 2. Plan submitted _____ | 5. Center closed _____ |
| 3. Plan approved _____ | 6. Center suspended _____ |

Operational date _____

Internet connection type (The dropdown menu allows for one of the following choices: dial-up, cable, DSL, wireless, or T-line.): _____.

Field office (A dropdown menu allows selection of the HUD field office.):

_____.

Designated HUD Neighborhood Networks Coordinator (A dropdown menu allows selection of the center's designated HUD Neighborhood Networks Coordinator.):

_____.

Contact Information

Prefix (A dropdown menu allows selection of prefix.) _____
First name _____
Middle name _____
Last name _____
Address _____
City _____ State _____
Zip Code _____ E-mail _____
Phone _____ Extension _____
Fax _____

Property Information

Property name _____
Property address _____
City _____ State _____
Zip Code _____ E-mail _____
Phone _____ Extension _____
Fax _____ REMS # _____
Section 8 # _____ FHA # _____

Property Management Agency Information

Agency name _____
Agency address _____
City _____ State _____
Zip Code _____ E-mail _____
Phone _____ Extension _____
Fax _____

Second Property Information (if any)

Property name _____
Property address _____
City _____ State _____
Zip Code _____ E-mail _____
Phone _____ Extension _____
Fax _____ REMS # _____
Section 8 # _____ FHA # _____

Second Property Management Information (if any)

Agency name _____
Agency address _____
City _____ State _____
Zip Code _____ E-mail _____
Phone _____ Extension _____
Fax _____

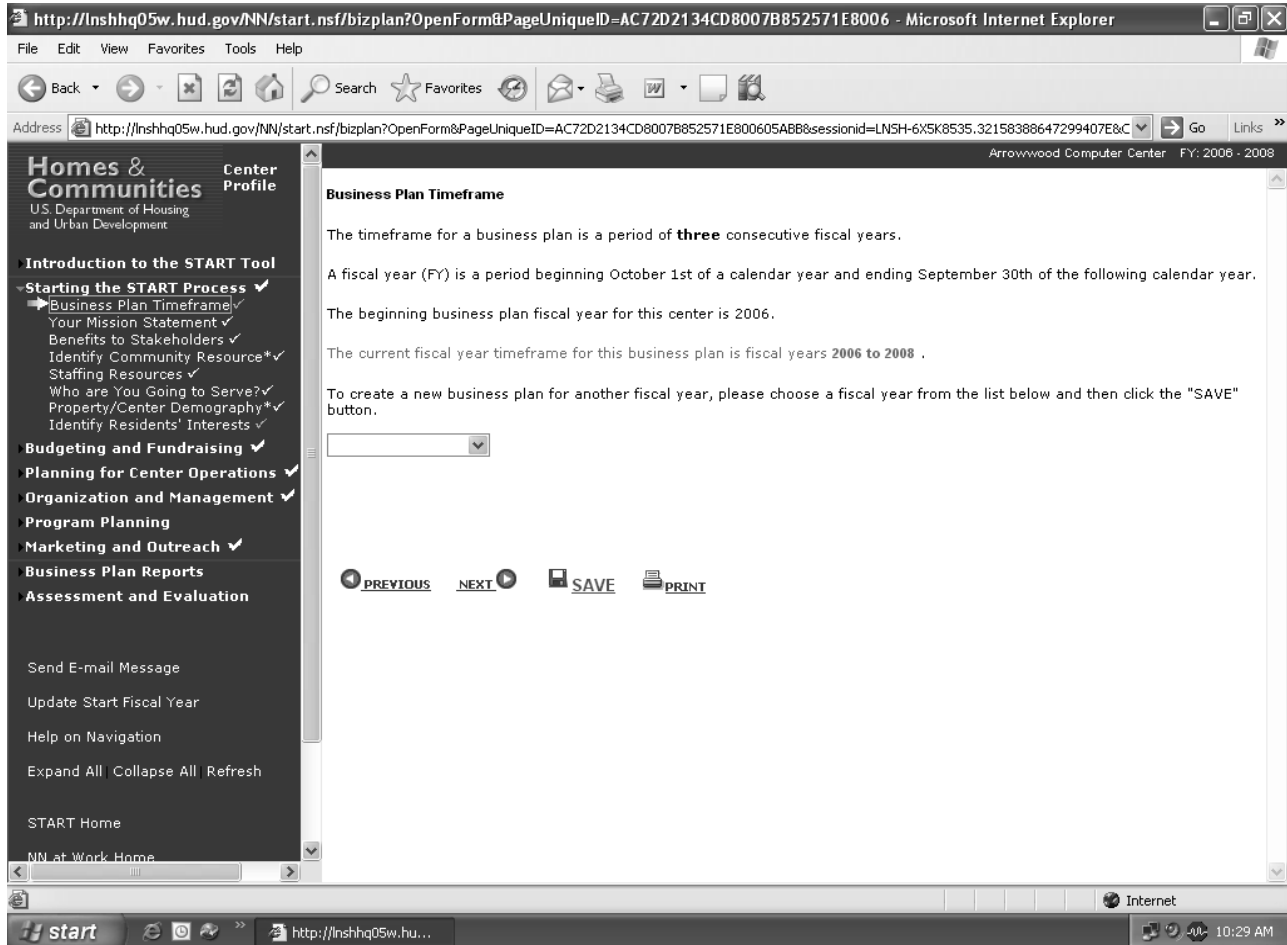
Mailing List Area of Interests

- Starting A Neighborhood Networks Center
- Programs for Children and Youth
- Programs for Adults
- Partnerships
- Training Events (includes monthly conference call announcements)
- Funding Opportunities

Timeframe

For the center's START business plan timeframe, select the current federal fiscal year (FY) through two years into the future. The Neighborhood Networks Initiative follows the Federal Government fiscal year period beginning October 1 of a calendar year and ending September 30 of the following calendar year. It is referenced by the year in which the concluding date falls. For example, FY09 means the year beginning October 1, 2008, and ending September 30, 2009.

When entering the timeframe information into START, select the timeframe from a dropdown menu.



The Mission Statement

A mission statement tells the world what an organization does, who it serves, and why it exists.

Example: To increase job opportunities for the residents of the Evergreen Terrace community by providing reliable access to computer technology and training.

Draft a proposed mission statement for the Neighborhood Networks center. As center staff continue through the START process and learn more about the purpose of the center, they may return to this page and modify the mission.

Enter mission statement here.

Benefits to Stakeholders

Stakeholders are the people and organizations that have a vested interest in a Neighborhood Networks center. Residents have an interest in the success of a center because they want to benefit from the services it provides. The community may have a vested interest in the center because it improves the employment skills of the residents.

Look back at the “Don’t START Yet!” page in Section 1. Who are identified as individuals that will contribute to the development and maintenance of the center? Who will be served by the center?

What benefits does the center bring to these stakeholders? List in the corresponding boxes below.

- Owner/Property Manager/Center Staff**

- Residents**

- Local Community Organizations and Employers**

- Other key stakeholders**

Identify Community Resources

When planning Neighborhood Networks center programs, consider:

- Community assets.
- Community resources.

Community Assets

Often, the most overlooked partners are those in the center’s backyard. Potential stakeholders such as businesses, schools, and nonprofit organizations can be identified by simply drawing a circle on a map around the neighborhood where the center is located. The table on the following page helps center staff list those entities and then brainstorm about the assets they might offer the center.

Center staff should also consider the potential of the following institutions and resources:

Institutions	Resources
<ul style="list-style-type: none"> <input type="checkbox"/> Schools. <input type="checkbox"/> Colleges. <input type="checkbox"/> Libraries. <input type="checkbox"/> Local businesses and corporations. <input type="checkbox"/> Government agencies. <input type="checkbox"/> Religious institutions. <input type="checkbox"/> Community-based organizations. <input type="checkbox"/> Television and radio stations. <input type="checkbox"/> Police. <input type="checkbox"/> Hospitals. <input type="checkbox"/> Public housing authorities. <input type="checkbox"/> Property owners and managers. <input type="checkbox"/> Nonprofit organizations. <input type="checkbox"/> National Neighborhood Networks partners. <input type="checkbox"/> Others. 	<ul style="list-style-type: none"> <input type="checkbox"/> Experts. <input type="checkbox"/> Programs. <input type="checkbox"/> Space and facilities. <input type="checkbox"/> Equipment. <input type="checkbox"/> Job opportunities. <input type="checkbox"/> Funding sources. <input type="checkbox"/> Others.

Identify Community Resources

Brainstorm! A broad range of potential partners is identified by listing all community institutions and resources in the chart below. Later, in Section 7 of this workbook, more specific selections are made.

Name of Institution	Type	Potential Resources
Example: Acker Elementary	School	Programs, subject experts, space

User Tip: When using START to input community resource information, click the *Click to Add an Institution* link at the bottom of the Identify Community Resources screen. Subsequently, input the appropriate information when the screen below pops up. With each new institution that is added, the information must be saved; however, the information can be revised once it has been saved by clicking on the corresponding institution link, modifying it, and resaving it.

Community Asset

[Save](#) [Close](#)

Name of an Institution in Your Community	<input style="width: 95%;" type="text"/>
Type of Institution	<input style="width: 95%;" type="text"/>
Resource	<input style="width: 95%;" type="text" value="Experts"/>

Staffing Resources

Now that community assets have been identified, it is time to consider staffing needs.

To prepare for staffing needs, answer the following questions:

- How many staff members will the center need?
- Will the center need administrative and computer support staff in addition to a center director?
- Will the center draw volunteers from local organizations, schools, or the surrounding community?

Use the chart below to list all staff and volunteers who will be needed to open and operate the center in its first year.

Staff Name*	Staff Title	Paid or Volunteer?

*If individual staff members have not been identified, use temporary names (such as Manager 1 and Manager 2) as placeholders.

User Tip: When using START to input staffing resource information, click the *Click to Add a Staff Member* link at the bottom of the Staffing Resources page. The screen subsequently pops up to allow inputting of the appropriate information. Information must be saved each time a staffer is added; however, this information may be revised once it has been saved by clicking on the corresponding staffer link, modifying it, and resaving it.

Save Close

Title
(select from list)

Staff Name

Paid or Volunteer?
(select from list) Paid Volunteer

Who Will You Serve?

START helps center staff collect and calculate property and center user demographics. This information (1) enables identification of those residents that are currently interested in center programs, and (2) determines which residents may need targeting in the future to encourage their participation.

A Neighborhood Networks center must serve HUD property residents, and may or may not offer services to the surrounding community, depending upon the directives of the property management.

Property/Center Demographics

To determine the demographic makeup of the property and potential center users, fill in the totals for each category. START automatically calculates the percentages. Information that cannot be collected should be left blank.

Property Demographics	Response
Number of residents on property	
Number of units on property	
Number of households on property	
Number of Section 8 units	
Number of center participants	
Date data was collected	

Resident Overview	Number of Residents	Number of Center Users
Age (years)		
Children ages 0–12		
Youth ages 13–17		
Adults ages 18–64		
Seniors ages 65+		
Race/Ethnicity		
American Indian or Alaska Native		
Asian or Pacific Islander		
Black/African American		
Hispanic		
White		
Multicultural		
Gender		
Female		
Male		

Property/Center Demographics

Resident Characteristics	Number of Residents	Number of Center Users
General characteristics		
Number of residents who need English as a second language (ESL) classes		
Single-parent household—female head of household		
Single-parent household—male head of household		
Residents with disabilities		
Physical		
Mental		
Other		
Education		
Some high school		
High school graduate or General Educational Development (GED)		
Associate's degree		
Bachelor's degree		
Master's degree		
Doctorate's degree		
Computer literacy		
Minimal		
Average		
Above average		
Employment status		
Employed full-time		
Employed part-time		
Unemployed		
Public assistance recipients		

Identify Residents' Interests

The final step in this section is to collect data on the interests and needs of the population the center hopes to serve. **A center's success depends on how well it meets the interests and needs of residents and other stakeholders that use the center.**

Distribute the form on the following page to all residents of the property. Encourage as many residents as possible to return them so that the final tally is reflective of residents' interests and needs. **START automatically tallies the results of this survey online.**

This information is critical for completing Section 6: Program Planning, where the center user will choose appropriate center programming to reflect those interests and needs.

Resident Survey

The _____ Neighborhood Networks center’s goals are to provide programs that serve residents. This survey will help center staff to better understand resident interests and needs. Please indicate interest by checking the box next to the topic. Thank you.

Job skills training/employment	<input type="checkbox"/>
Job readiness training	<input type="checkbox"/>
Job retention services	<input type="checkbox"/>
Job posting, search, or placement services	<input type="checkbox"/>
Introduction to/familiarization with computers	<input type="checkbox"/>
Internet access and access to local services	<input type="checkbox"/>
Economic development (microenterprises, small business development)	<input type="checkbox"/>
Telecommuting and remote job access training	<input type="checkbox"/>
Children’s education programs (ages 0–12 years)	<input type="checkbox"/>
Youth education programs (ages 13–17 years)	<input type="checkbox"/>
Adult basic education/literacy	<input type="checkbox"/>
ESL programs	<input type="checkbox"/>
GED/high school equivalency certificate programs	<input type="checkbox"/>
Adult continuing education programs	<input type="checkbox"/>
Family education programs	<input type="checkbox"/>
Children’s activities (ages 0–12 years)	<input type="checkbox"/>
Youth activities (ages 13–17 years)	<input type="checkbox"/>
Adult activities (ages 18–64 years)	<input type="checkbox"/>
Senior services (ages 65+ years)	<input type="checkbox"/>
Childcare	<input type="checkbox"/>
Healthcare	<input type="checkbox"/>
Personal financial management counseling	<input type="checkbox"/>
Other _____	<input type="checkbox"/>

Section 3: Budgeting and Fundraising

Section Overview

Now that stakeholders, benefits, community and staffing resources, and demographics have been determined, it is time to identify and obtain the resources necessary to make the center successful.

This section enables center staff:

- ❑ To develop expense budgets for the center's startup and operational budgets for years 1, 2, and 3.
- ❑ To review potential sources of funding and build a revenue budget for the center's startup and operational budgets for years 1, 2, and 3.
- ❑ To develop goals, activities, and outcomes for a center fundraising plan.

Budgeting

Funding and other resources determine the types of center programs and services offered.

There are two types of budgets: startup and operating. Each type of budget estimates both income and expenses.

Budget Type	Expenses
A startup budget details the one-time costs of setting up the Neighborhood Networks center and the sources of funds that are used to cover these costs.	Capital expenses and one-time expenditures, such as renovations to the space, purchase of office equipment and furniture, and deposits for utilities, including electricity, heat, and phone.
An operating budget details the ongoing costs of operating the Neighborhood Networks center and the sources of funds for covering these costs over a three-year period.	Expenses that continue for the life of the Neighborhood Networks center, such as salaries and benefits, professional fees, space and utilities, equipment maintenance and replacement, software and computer supplies, promotion and outreach expenses, telecommunications costs, educational materials, and miscellaneous other expenses.

Budgeting requires two types of estimates:

- ❑ Estimates of the startup costs and operating expenses of the center.
- ❑ Estimates of the potential sources of funding (i.e. user fees, foundation grants, business development, in-kind donations).

The next few pages of this Workbook help center staff document the data needed to prepare a complete center budget.

Expense Budgeting Worksheet

This worksheet is designed to help center staff consider the costs the center might incur. Not every category will apply to every center.

User Tip: For large items, such as equipment, it would be wise to obtain more than one local bid before finalizing the budget.

Expenses	Startup	Year 1	Year 2	Year 3
	\$	\$	\$	\$
Center staffing				
Staff 1				
Staff 2				
Staff 3				
Staff 4				
Staff 5				
Staff Training				
Subtotal				
Space needs and utilization				
Rent				
Heat, ventilation, air conditioning				
Partition walls				
Installation of closets/secure space				
Expansion of power capacity				
Installation of electrical outlets				
Installation of overhead lights				
Other				
Subtotal				
Security				
Deadbolts, locks for windows				
Locks and cables to secure equipment to tables				
Locks to secure filing cabinets				
Locks to secure closets				
Engraving pen to identify equipment				
Alarm system				
Installation of alarm system				
Security cameras				

Expenses	Startup	Year 1	Year 2	Year 3
	\$	\$	\$	\$
Installation of security cameras				
Security guard				
Other				
Subtotal				

Expenses	Startup	Year 1	Year 2	Year 3
	\$	\$	\$	\$
Equipment and hardware				
Computers, including monitor, keyboard, and mouse				
Printer				
Modem				
Computer cable				
Computer wires				
Extension cords				
Surge protectors				
Network wiring/hubs				
Router				
Additional warranties				
Service contract				
Networking hardware				
Telephones				
Telephone installation				
Photocopier				
Fax machine				
Other				
Subtotal				
Standard software programs				
Word processing				
Spreadsheets				
Graphics				
Databases				
Antivirus program				
Networking operating				
Other				
Subtotal				
Furniture				

Expenses	Startup	Year 1	Year 2	Year 3
	\$	\$	\$	\$
Computer tables				
Sign-in table				
Work tables, desks				
Chairs for desks, computers, tables				
Lighting				
Bulletin boards				
Coat racks				
Filing cabinets				
Antistatic floor covering				
Carpet				
Center sign				
Other				
Subtotal				
Program costs and materials				
Adult education				
Afterschool activities				
Job training				
Services for seniors				
Other				
Subtotal				
Program marketing				
Printed materials				
Advertising				
Other				
Subtotal				
Office supplies				
Paper				
Pens, pencils, crayons, markers				
Printer toner				
First-aid kit				
Soap				
Paper towels				
Other				
Subtotal				
Other expenses				

Expenses	Startup	Year 1	Year 2	Year 3
	\$	\$	\$	\$
Subtotal				
TOTAL				

Center Funding

A Neighborhood Networks center can be funded in various ways. Some sources are listed below.

HUD Funding

- ❑ **Residual receipts account.** Funds from the residual receipts account are usable for funding a center to the extent that HUD determines that these funds are not required to maintain the habitability of units or to meet other building needs.
- ❑ **Owner's equity.** The owner of a limited-distribution property can increase the amount of the initial equity investment (and, in turn, the yield on distribution) by investing nonrepayable funds in the center. A rent increase, however, is unapprovable to provide for additional yield.
- ❑ **Funds borrowed from the reserve for replacement account.** Funds from the reserve for replacement account are usable for funding a center to the extent that HUD determines that these funds are not required to meet anticipated repair and replacement needs of the property.

If this source of funding is selected, then a scheduled repayment plan also must be submitted, illustrating the replenishment of the reserve for replacement account consistent with future replacement needs that have been identified.

- ❑ **Rent increase.** The owner of a property where rents are set under the budgeted rent increase process may request an increase to cover the costs of a center. These increases are approvable at HUD's discretion.
- ❑ **Requesting a special rent adjustment.** Under certain conditions established by HUD, the maximum monthly rent for units under a Section 8 contract may be increased to meet the costs incurred by the center.
- ❑ **236 Excess income.** HUD Notice 04-13 allows 236 properties to retain excess income to assist in the support and development of a Neighborhood Networks center.

Private and Corporate Contributions

Private contributors usually include individual donors, some of whom may wish to remain anonymous. Corporations and community foundations may provide funding for operating and program/project support. Foundations customarily have one or more priority giving areas that support particular types of populations or programs.

Center Funding

User Fees

Additional funding can be generated by charging a reasonable user fee.

- ❑ **Membership fees.** Center usage memberships can be offered to residents at individual and family rates. Residents could be offered the option of paying the membership fee on either an annual basis or a per-visit basis. The fees should be reasonable and affordable, equivalent to a round-trip bus fare or subway fare.
- ❑ **Class fees.** Class fees may be levied on attendees. In addition, if neighborhood institutions use the center to conduct classes for their own members, they can be charged a fee for the use of the center.
- ❑ **Public access fees.** Visitors can be asked to make a contribution to the center. However, no one should be denied access because they have not made a contribution.

Fundraising Events

Fundraising can be a source of revenue for a center, and also generate community support. Creativity is key to a successful fundraiser. Although one type of event may be extremely successful for certain organizations, it may not be as successful for another one, depending upon issues such as fundraising goals or community demographics.

The following is a partial listing of some types of fundraising events:

- ❑ **Annual events**, such as a bike trip, dance marathon, or walk-a-thon for which people collect pledges, can become a center tradition.
- ❑ **Auctions** can generate funds using items donated by partners and the community.
- ❑ **Potluck dinners, barbeques, festivals, or fairs** can be used to solicit donations from and distribute information to the entire community.

If funds and/or fundraising experience are lacking, another consideration is co-sponsoring an event with other Neighborhood Networks centers, a Neighborhood Networks consortium, and/or local organizations.

Center Funding

Business Development

A variety of licensed business activities that generate income may be conducted at the center, allowing it to become a profit center. Business development includes outsourcing, small-business support, self-employment, and entrepreneurship. If the center has a role in training individuals to become successful in business, or if the center is used for certain business activities, it might be appropriate to develop a system of profit sharing.

In-Kind Contributions

In-kind contributions are donations given in lieu of money. Most in-kind contributions must be solicited, often requiring a formal request. Examples of in-kind contributions include:

- Hardware.
- Software.
- Space.
- Volunteer supervisors and teachers.
- Clerical assistance.
- Accounting services.
- Internet access.

Sources of Funding Worksheet

Once potential sources of funding have been determined, enter them in the worksheet below. START automatically calculates a center's deficit or surplus based on proposed sources and uses of funds.

Sources of Funding	Startup Funds	Year 1	Year 2	Year 3
Project funds from HUD	\$	\$	\$	\$
<input type="checkbox"/> Residual Receipts Account				
<input type="checkbox"/> Funds borrowed from the Reserve for Replacement Account				
<input type="checkbox"/> 236 Excess income				
<input type="checkbox"/> Rent increase				
<input type="checkbox"/> Request for special rent adjustment				
<input type="checkbox"/> Owner's equity				
Subtotal of project funds from HUD				
Other HUD funding				
Subtotal of HUD funds				
Project funds from other sources				
<input type="checkbox"/> Other government grants (federal, state, local)				
<input type="checkbox"/> Foundation grants				
<input type="checkbox"/> Private donations				
<input type="checkbox"/> Corporate contributions				
<input type="checkbox"/> Fundraising events (annual events, auctions, drawings/raffles)				
<input type="checkbox"/> User fees (membership fees, class fees, public access fees)				
<input type="checkbox"/> Business development profits				
<input type="checkbox"/> In-kind donations				
<input type="checkbox"/> Other				
Subtotal of all other funding sources				
Total estimated revenue funds (sources)				
Total budget expenses (uses)				
Deficit or surplus				

User Tip: If there is a deficit, look carefully at the itemized expenses and consider additional items that can be donated.

Goals, Activities, and Outcomes

Throughout START, there are many opportunities to create goals, activities, and outcomes that are unique to Neighborhood Networks centers.

Explanation of Terms

- **Goals** set a clear direction for action and set program priorities. Goals answer the question: What do center staff want to achieve?
- **Activities** are specific tasks required to meet the goals. Activities answer the question: What do the center staff need to do to achieve the goal? (There is no need to have more than three activities to support each goal. As a matter of fact, if there are more than three activities, consider reworking one goal into two goals.)
- **Outcomes** are the results of activities. Outcomes are measurable results or positive differences that are made in the lives of people and the community.
 - **Measurable results** are anything that can be counted, such as:
 - People (class participants, GED graduates, residents who interview for jobs, residents who gain employment).
 - Activities (course offerings, regular meetings) or materials (brochures, manuals, curriculum).
 - Other outcomes are the **positive differences** that are made in the lives of people and in the community—educating people, bringing families together, improving the community, or changing behavior. These outcomes cannot be counted as quantitative data, but they illustrate the center’s qualitative impact on its various stakeholders, including program participants, funders, the community, and partners.

Fundraising Goals

In this section, fundraising goals, activities, and outcomes will be established.

Once the required level of funding is determined, the funding itself must be obtained. When setting fundraising goals, ensure that the goals are attainable and measurable. Examples are provided below.

Example of a fundraising goal:

- ❑ Raise sufficient funds for initial center programming.

Example of a fundraising activity:

- ❑ Contact prospective funders identified in START and seek financial support from each.

Example of a fundraising outcome:

- ❑ Raise money to purchase 10 computers and GED software for initial center programming.

Use the chart below to enter goals, activities, and outcomes for the center's fundraising plan.

Goal 1: _____

Activities for Goal 1:	Start Date	End Date	Responsible Staff
1.			
2.			
3.			

Outcomes for Goal 1:
1.
2.
3.

Fundraising Goals

Goal 2: _____

Activities for Goal 2:	Start Date	End Date	Responsible Staff
1.			
2.			
3.			

Outcomes for Goal 2:
1.
2.
3.

Goal 3: _____

Activities for Goal 3:	Start Date	End Date	Responsible Staff
1.			
2.			
3.			

Outcomes for Goal 3:
1.
2.
3.

User Tip: Additional goals may be proposed, but remember that each goal requires additional staff time to implement.

Section 4: Planning for Center Operations

Section Overview

This section focuses on what is needed to open and operate a center by:

- Offering questions about space and equipment requirements, and security and accessibility issues.
- Helping to collect information for the development of an operations timeline, including:
 - computer equipment and supplies.
 - space requirements.
 - accessibility.
 - security.

Planning for Center Opening and Operations: Some Questions to Consider

Computer equipment and office supplies:

- ❑ How much space does the center have for computer workstations?

- ❑ How many users will be served by the center?

- ❑ Where can the center receive in-kind donations of computer and office equipment?

Maintenance, retrofitting, and security:

- ❑ What type of security does the center need? (Security can include locks, locking cabinets, specific computer security, cameras, and, in some cases, a security guard.)

- ❑ What office supplies and storage are needed (i.e., file cabinets, paper, pens, etc.)?

- ❑ Does the center need construction or maintenance to become operational?

Space Requirements

Describe the center's physical infrastructure and location. (For example, is the center located in community space? In an offline unit? Is retrofitting of space required?)

Enter center description here.

What is needed to make this space work? Is construction for renovating required? If so, enter the estimated start and end dates below.

Activity	Start Date	End Date
Construction or renovation		
Other _____		
Other _____		

Equipping The Center

A major component of a new center is computer equipment, which can be purchased, leased, or donated. To determine money needed for equipment purchase, consider (1) the maximum amount of residents expected to be served at one time, and (2) how many users the center is capable of serving. If there will be up to 30 residents in the center at once, enough equipment must be available to serve the needs of those residents.

The following questions help identify and budget for equipment needs.

1. How many square feet of space are available for computer workstations?

_____square feet

2. How many computers can the center support? A rule of thumb is that each computer needs approximately 20 square feet.

_____computers (START will calculate this value online.)

3. How many computers are available?

_____computers

4. What is the minimum number of computers required for startup?

_____computers

Describe the plan for obtaining additional computers and equipment.

Equipping The Center

Based on the previous information, consider the following activities and propose target dates below.

Activity	Start Date	End Date
Obtain Internet connection (mandatory)		
Obtain equipment		
Test equipment		

Security Plan

Does the center have a security plan?

- Yes
- No

If no, when will a security plan be developed? _____(date)

When will a security plan be implemented? _____(date)

Accessibility Plan

Is there a plan to ensure access for people with disabilities?

- Yes
- No

If no, when will an accessibility plan be developed? _____(date)

When will the center become accessible to people with disabilities? _____(date)

Describe the plan to provide access to the center, equipment, and programs to people with disabilities. Indicate key elements of an accessibility plan, which may include wheelchair access, voice-recognition and screen-reader software, location of services, and other considerations.

Center Operations Timeline

Based on the data entered in this section, START generates a center operations timeline.

Below, enter additional pieces of information that are needed to create this timeline.

Activity	Start Date	End Date
Security plan drafted and security in place		
Accessibility plan drafted/Center accessible to people with disabilities		
Staffing of center (hired and trained)		
Grand opening of center		
Training programs and classes to begin		

Section 5: Organization and Management

Section Overview

This section focuses on the governance structure of a center, which is important to funders and prospective partners that request evidence of the center's ability to manage funds and develop programs. This section helps center staff to:

- ❑ Learn about management structure, including the roles of residents, an advisory board/board of directors, and 501(c)(3) designation.
- ❑ Develop a timeframe for establishing an accounting infrastructure.
- ❑ Develop a timeframe for creating personnel policies and procedures.
- ❑ Set goals, activities, and outcomes for the organization and management of the center.

Management Timeline

This section is designed to help center staff plan essential components of a center's organizational and management structure, which is critical because a center's organization and management affect its ability to attract funding. Funders are more willing to commit resources to organizations with a sound accounting system and 501(c)(3) designation.

Also, organization and management influence the center's effectiveness with respect to resident empowerment. Creating an established governance structure with a role designated for residents in the decisionmaking process increases the empowerment and self-direction of those residents.

Consider the questions below and include responses when available.

1. Is there a residents' committee?¹

- Yes
- No
- N/A*

If no, when will one be created? _____ (date)

2. Is there an advisory board or a board of directors?

- Yes
- No
- N/A*

If no, when will one be established? _____ (date)

3. Does the organization have bylaws?²

- Yes
- No
- N/A*

If no, when will they be adopted? _____ (date)

¹A residents' committee is comprised of people who live in the development and will participate at the center. Their perspective will ensure that the center meets the needs of its targeted residents. The residents' committee can propose both operation and program ideas to the center director for review and consideration. The voting power of the residents' committee will vary from center to center.

²Bylaws are rules that govern the internal operations of a group or committee.

*Each item will not be applicable to all centers. N/A (Not Applicable) should be used when center staff do not plan to develop the item or do not feel the item applies to their centers.

4. If the center is designated as a 501(c)(3) organization, fundraising can be conducted. Is the center designated as a 501(c)(3) organization?

- Yes
- No
- N/A

If no, when will center staff apply for this status? _____ (date)

5. Is there an accounting system in place to track funds received and spent?

- Yes
- No
- N/A

If no, when will a system be implemented? _____ (date)

6. Does the sponsoring organization have personnel policies and procedures in effect that enable it to:

Offer employee benefits?	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A	If no, target date: _____
Provide a personnel manual?	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A	If no, target date: _____
Produce a staff training plan?	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A	If no, target date: _____
Conduct staff performance evaluations?	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A	If no, target date: _____

Organizational Goals

In this section, goals, activities, and outcomes for organizational structure are established.

Consider how the center’s organizational structure contributes to its success. When setting organizational goals, ensure that the goals are attainable and measurable.

Example of an organizational goal:

- Create an environment that continually evaluates residents’ needs and interests and adjusts center programming accordingly.

Example of an organizational activity:

- Implement feedback activities, such as conducting focus groups and placing suggestion boxes throughout the center.

Example of an organizational outcome:

- Twenty residents will participate in the planning, operation, and management of the center.

Enter goals, activities, and outcomes for the center’s organizational structure in the charts below.

Goal 1: _____

Activities for Goal 1:	Start Date	End Date	Responsible Staff
1.			
2.			
3.			

Outcomes for Goal 1:
1.
2.
3.

Organizational Goals Goals, Activities, and Outcomes

Goal 2: _____

Activities for Goal 2:	Start Date	End Date	Responsible Staff
1.			
2.			
3.			

Outcomes for Goal 2:
1.
2.
3.

Goal 3: _____

Activities for Goal 3:	Start Date	End Date	Responsible Staff
1.			
2.			
3.			

Outcomes for Goal 3:
1.
2.
3.

User Tip: Additional goals may be proposed, but remember that each goal requires additional staff time to implement.

Management and Governance

It is important to develop management and governance systems that support the center.

Management Infrastructure. Describe the center's management team and style. More specifically: How will the center be run? Who will be responsible for which tasks? How will the responsibilities be divided among supervisors? How will managers coordinate their efforts?

Enter center description here.

Governance Structure. What group or groups will be involved in providing input and overseeing the center's activities (i.e. board of directors, resident groups, an advisory committee, etc.)? The number of people involved will depend on the needs of the center. Consider having people from diverse groups (residents, business owners, educators, and other professionals) provide advice.

Enter the center's governance structure here.

Section 6: Program Planning

Section Overview

Program planning must be based on stakeholder interests. The data collected in the center's resident survey helps center staff complete this section and:

- ❑ Select programs to be offered.
- ❑ Develop targets for standard annual outcomes that can be measured and evaluated.
- ❑ Develop customized goals, activities, and outcomes.
- ❑ Develop a program calendar.

Designing the Right Program for the Center

Information obtained from the Resident Survey (see Section 2) helps center staff make well-informed decisions about the center’s programs.

User Tip: The START survey results can be used as one of several methods to help align center programming as closely as possible with the interests and needs of center stakeholders.

Resident Survey Summary

Total the results of the completed surveys. Record the total number of responses for each type of training or program in the table below.

How many people completed the resident survey? _____

Type of Training or Program	Total Interest
Job-skills training/employment	
Job-readiness training	
Job-retention services	
Job posting, search, or placement services	
Introduction to and familiarization with computers	
Internet access and access to local services	
Economic development (microenterprises, small-business development)	
Telecommuting and remote job access training	
Children’s education programs (ages 0–12 years)	
Youth education programs (ages 13–17 years)	
Adult basic education/literacy	
ESL programs	
GED/high school equivalency certificate programs	
Adult continuing education programs	
Family education programs	
Children’s activities (ages 0–12 years)	
Youth activities (ages 13–17 years)	
Adult activities (ages 18–64)	
Senior services (ages 65+)	
Childcare	
Healthcare	
Personal financial management counseling	
Other (specify)	

Comparing Programs to Residents' Interests

How did the residents respond to the proposed program activities? When the information from the chart on the previous page is inputted into START, START automatically calculates the level of resident interest in each activity.

- High = 75 percent or more of the respondents indicated interest
- Medium = 50–75 percent indicated interest
- Low = less than 50 percent indicated interest

The results of this calculation appear at the beginning of the Program Planning section in START. For now, use the chart below to identify the programs that will be offered at the center and consider the following:

- How do the center's proposed programs compare with what residents say they want?
- Have residents indicated interest in anything that will not be offered at the center? If so, consider modifying the program approach.

Type of Training or Program	Does the center plan to offer these programs? (Yes/No)
Job-skills training/employment	
Job-readiness training	
Job-retention services	
Job posting, search or placement services	
Introduction to and familiarization with computers	
Internet access and access to local services	
Economic development (microenterprises, small business development)	
Telecommuting and remote job access training	
Children's education programs (ages 0–12 years)	
Youth education programs (ages 13–17 years)	
Adult basic education/literacy	
ESL programs	
GED/high school equivalency certificate programs	
Adult continuing education programs	
Family education programs	
Children's activities (ages 0–12 years)	
Youth activities (ages 13–17 years)	
Adult activities (ages 18–64)	
Senior services (ages 65+)	
Childcare	
Healthcare	
Personal financial management counseling	
Other:	

Annual Program Objectives

Fill in the blanks below with the center's expected outcomes for the year. If there is no expected outcome for a particular subject area, leave it blank. **Outcomes should only be entered for areas addressed by the center's established programs.**

Enter the calendar year for the center's annual goals.

Year: _____

Objectives

Participants

Number of adults the center will serve _____
 Number of children the center will serve _____

Familiarization with computers

Provide computer courses for:

Introductory

Intermediate

Advanced

# Children?	_____	_____	_____
# Youth?	_____	_____	_____
# Adults?	_____	_____	_____
# Seniors?	_____	_____	_____

Job-skills training/employment

Provide number of individuals with an opportunity to improve their quality of life by participating in job training and placement _____

Provide number of individuals with job-readiness training _____

Track the number of individuals who retain jobs for:

3–12 months _____
 12+ months _____

Provide number of individuals with opportunities to improve their quality of life and track participation in the following programs:

GED preparation classes _____
 ESL classes _____
 Literacy programs _____
 Adult basic education _____

Provide number of children and youth with opportunities to improve their quality of life through participation in:

Structured afterschool program	_____
Onsite childcare program	_____
Subsidized childcare onsite or in the community	_____

Provide number of individuals with opportunities to develop:

Telecommuter centers	_____
Small businesses or microenterprises	_____
Youth-based businesses	_____

Provide number of individuals with an opportunity to improve their quality of life through:

	Families	Seniors
Onsite health-related education and resources	_____	_____
Improved access to health-related education and resources	_____	_____

Other objectives?

Goals, Activities, and Outcomes Program Planning

In this section, goals, activities, and outcomes for center programs are established. When setting program goals, ensure that the goals are attainable and measurable.

Example of a program goal:

- Increase the residents' ability to gain employment and become more self-reliant.

Examples of activities:

- Offer programs that build on residents' skills (assets) and fulfill local employment opportunities.
- Offer career placement and ongoing support during the early months of employment.

Examples of outcomes:

- Fifty percent of participants become employed within the first year of the center's operation; 30 percent of those who become employed hold these jobs for one year.

Use the charts below to enter program goals, activities, and outcomes.

Goal 1: _____

Activities for Goal 1:	Start Date	End Date	Responsible Staff
1.			
2.			
3.			

Outcomes for Goal 1:
1.
2.
3.

Goal 2: _____

Activities for Goal 2:	Start Date	End Date	Responsible Staff
1.			
2.			
3.			

Outcomes for Goal 2:
1.
2.
3.

Goal 3: _____

Activities for Goal 3:	Start Date	End Date	Responsible Staff
1.			
2.			
3.			

Outcomes for Goal 3:
1.
2.
3.

User Tip: Additional goals may be proposed, but remember that each goal requires additional staff time to implement.

Program Calendar

The final step in program planning is to establish the times and dates for specific classes and programs. Relate these programs/classes/events to the program planning conducted earlier in this section, the goals established for the center, and the anticipated outcomes.

START's calendar feature allows center staff to input and print the dates for the programs/classes/events. The following information is needed for completing the calendar:

Name of Program/Event/Class	Date and Time of First Occurrence	Is the program recurring? If yes:
		<input type="checkbox"/> Daily (for the next ___ days) <input type="checkbox"/> Weekly (for the next ___ weeks)
		<input type="checkbox"/> Daily (for the next ___ days) <input type="checkbox"/> Weekly (for the next ___ weeks)
		<input type="checkbox"/> Daily (for the next ___ days) <input type="checkbox"/> Weekly (for the next ___ weeks)
		<input type="checkbox"/> Daily (for the next ___ days) <input type="checkbox"/> Weekly (for the next ___ weeks)
		<input type="checkbox"/> Daily (for the next ___ days) <input type="checkbox"/> Weekly (for the next ___ weeks)
		<input type="checkbox"/> Daily (for the next ___ days) <input type="checkbox"/> Weekly (for the next ___ weeks)

User Tip: Use of the program calendar is optional.

Section 7: Marketing and Outreach

Section Overview

Now that program planning is complete, center staff must decide how to market the center, both internally (to potential stakeholders) and externally (to potential partners and funders). The data collected in Section 2, as well as the programming decisions detailed in Section 6, are helpful in making these marketing decisions. This section helps center staff:

- ❑ Develop an internal marketing plan that targets potential stakeholders.
- ❑ Develop an external marketing plan that targets potential partners, funders, and the larger community.
- ❑ Create a narrowed list of potential partners who can help meet programming needs (using the community asset inventory from Section 2).
- ❑ Implement an action plan to reach those partners who can best help meet the goals established for the center.

Internal Marketing Plan

In this section, goals, activities, and outcomes for an internal marketing plan are established.

To market a Neighborhood Networks center to potential stakeholders, set internal marketing goals that are achievable and measurable.

Example of an internal marketing goal:

- Promote the center to the residents as a great community resource that can help them achieve their personal goals.

Example of an internal marketing activity:

- Involve as many residents as possible in the design and delivery of programs and services to ensure maximum user satisfaction.

Example of an internal marketing outcome:

- Ten percent of the residents are involved in planning and/or delivering center programs.

Use the chart below to enter goals, activities, and outcomes for internal marketing.

Goal 1: _____

Activities for Goal 1:	Start Date	End Date	Responsible Staff
1.			
2.			
3.			

Outcomes for Goal 1:
1.
2.
3.

Internal Marketing Plan Goals, Activities, and Outcomes

Goal 2: _____

Activities for Goal 2:	Start Date	End Date	Responsible Staff
1.			
2.			
3.			

Outcomes for Goal 2:
1.
2.
3.

Goal 3: _____

Activities for Goal 3:	Start Date	End Date	Responsible Staff
1.			
2.			
3.			

Outcomes for Goal 3:
1.
2.
3.

User Tip: Additional goals may be proposed, but remember that each goal requires additional staff time to implement.

External Marketing Plan

In this section, goals, activities, and outcomes for an external marketing plan are established.

When setting external marketing goals, ensure that they are achievable and measurable.

Example of an external marketing goal:

- ❑ Identify local partners that will support the center with volunteers, cash, and equipment donations.

Example of an external marketing activity:

- ❑ Build relationships with local police and fire departments, schools, banks, churches, synagogues, libraries, and local businesses.

Example of an external marketing outcome:

- ❑ The center establishes linkages with three social service organizations, two community-based organizations, and two faith-based organizations.

Use the chart below to enter goals, activities, and outcomes for the center’s external marketing.

Goal 1: _____

Activities for Goal 1:	Start Date	End Date	Responsible Staff
1.			
2.			
3.			

Outcomes for Goal 1:
1.
2.
3.

External Marketing Goals, Activities, and Outcomes

Goal 2: _____

Activities for Goal 2:	Start Date	End Date	Responsible Staff
1.			
2.			
3.			

Outcomes for Goal 2:
1.
2.
3.

Goal 3: _____

Activities for Goal 3:	Start Date	End Date	Responsible Staff
1.			
2.			
3.			

Outcomes for Goal 3:
1.
2.
3.

User Tip: Additional goals may be proposed, but remember that each goal requires additional staff time to implement.

National Partnership Resource and Local Partnership Profile

Review the Neighborhood Networks National Partners section on the Neighborhood Networks Web site (www.NeighborhoodNetworks.org) for information about pilot projects that may provide resources to centers. START helps to determine which local potential partners should be contacted.

Partnership Profile Form

The first tool in this section is the Partnership Profile Form. This tool stores essential data about the potential partners identified in Section 2. For each partner, the following information is needed:

Partner Name and Type of Institution	Potential Resources	Current (or Proposed) Contact Name and Phone	Address	City, State, and Zip Code

User Tip: Enter contact information only for potential partners identified in Section 2.

Partnership Tracking Log

Once a partnership profile for a potential partner has been created, enter tracking information into the Partnership Tracking Log. The log is a useful way to store contacts and commitments, and is an excellent reminder to maintain communications with a potential partner.

A typical communications process might be:

Step 1: Send a letter of introduction to the potential partner.

Step 2: Follow up with a phone call to the potential partner.

Step 3: Set an initial meeting date with the potential partner.

Step 4: Follow up after the meeting with another phone call to confirm details and provide or request additional information.

Step 5: Establish a partnership.

Information needed for this log includes:

Name of Partner	Action	Date Started	Date Completed	Responsible Staff

User Tip: Enter information only for potential partners identified in Section 2 of this Workbook and for whom contact information was entered in the Partnership Profile Form.

User Tip: When using the online tool to input partnership profile information on the Partnership Profile page, select an appropriate partner from the drop-down box on the lower right-hand side of the screen. This list is compiled from the list of partners previously input in Section 2. After selecting the partner, the screen below pops up for inputting the partner contact information. When finished, save the information and continue creating partnership profiles as necessary. For revising saved data, click on the corresponding partnership profile link at the bottom of the Web page, modify it, and resave it.

Community Partner

Save Close Delete

Name of Proposed Partner	<input style="width: 100%;" type="text"/>
Type of Institution	<input style="width: 100%;" type="text"/>
Resource	<input style="width: 100%;" type="text" value="Experts"/>
Current or Proposed Contact Name (if none, leave blank)	<input style="width: 100%;" type="text"/>
Phone	<input style="width: 100%;" type="text"/>
Address	<input style="width: 100%;" type="text"/>
City	<input style="width: 100%;" type="text"/>
State	<input style="width: 100%;" type="text" value="AK"/>
Zip Code	<input style="width: 100%;" type="text"/>

Funding Commitments

In the final part of this section, resources and commitments from current partners (if available) are tracked. START includes reminders of these commitments in the budget section.

To complete this section, the following information is needed:

Partner Name	Resource or Funding	In-Kind Value	Funds Donated
		\$	\$
		\$	\$
		\$	\$
		\$	\$
		\$	\$
		\$	\$
		\$	\$
		\$	\$
		\$	\$
		\$	\$
		\$	\$

User Tip: If a partner contributes more than one type of resource or funding, enter a funding commitment for each (do that both here and in Section 2). This enables tracking contributions by both resource and funding types.

Section 8: Business Plan Reports

Section Overview

After all the data and information pertaining to a Neighborhood Networks center is collected and entered it into START, a business plan report can be generated and saved in the online tool for modifying and updating at any time. A blank example of the type of business plan START generates for centers is provided on the next page.

**[Name] Center
Neighborhood Networks Business Plan
Fiscal Years 2007–2009**

CENTER PROFILE

Center Address:	Phone:
	Fax:
	E-mail:
HUD Field Office:	Web site:

Center Contact:	Phone:
	Fax:
	E-mail:

HUD PROPERTY INFORMATION

Name/Address:	Phone:
	Fax:
	E-mail:

FHA Number:
Section 8 Number:

Property Management Agency

Agency Name:

Address:

City:

ZIP Code:

Phone:

State:

E-mail:

Fax:

HUD SECOND PROPERTY INFORMATION

Name/Address:	Phone:
	Fax:
	E-mail:

FHA Number:
Section 8 Number:

Second Property Management Agency

Agency Name:

Address:

City:

ZIP Code:

Phone:

State:

E-mail:

Fax:

**Section 1: Starting the START Process
Mission Statement**

Benefits to Stakeholders

Benefits to the Owner/Property Manager/Center Staff

Benefits to the Residents

Benefits to Local Community and Employers

Benefits to Other Key Stakeholders

Community Resources

Name of Institution in Your Community	Type of Institution	Resource

Demographic Profile

Total Number of Residents in Property:		Total Number of Households in Property:		
Total Number of Units in Property:		Number of Section 8 Units in Property:		
Number of Section 8 Units/Total Number of Units in Property:				
Total number of participants at the center:		When was this data collected?		
Age:	Property		Center	
	# Participants	%	# Participants	%
Number of children (ages 0–12 years):				
Number of youth (ages 13–17 years):				
Number of adults (ages 18–64 years):				
Number of seniors (ages 65+):				
Race/Ethnicity:	Property		Center	
	# Participants	%	# Participants	%
American Indian or Alaska Native:				
Asian or Pacific Islander:				
Black or African American:				
Hispanic:				
White:				
Multicultural:				
Gender:	Property		Center	
	# Participants	%	# Participants	%
Female				
Male				
ESL – Number of residents who need classes				
Single-parent household:	Property		Center	
	# Participants	%	# Participants	%
Female head of household				
Male head of household				
Residents with disabilities:	Property		Center	
	# Participants	%	# Participants	%
Physical				
Mental				

Education level:	Property		Center	
	# Participants	%	# Participants	%
Some high school				
High school graduate or GED				
Associate's degree				
Bachelor's degree				
Master's degree				
Doctorate's degree				
Computer literacy levels:	Property		Center	
	# Participants	%	# Participants	%
Minimal				
Average				
Above average				
Employment status:	Property		Center	
	# Participants	%	# Participants	%
Full-time				
Part-time				
Unemployed				

Section 2: Budgeting and Fundraising

Expenses

Center Staffing	Startup	FY2006	FY2007	FY2008
Staff 1				
Staff 2				
Staff 3				
Staff 4				
Staff 5				
Staff training				
Subtotal				
Space needs and utilization	Startup	FY2006	FY2007	FY2008
Rent				
Heat, ventilation, air conditioning				
Partition walls				
Installation of closets/secure space				
Expansion of power capacity				
Installation of electrical outlets				
Installation of overhead lights				
Other				
Subtotal				
Security	Startup	FY2006	FY2007	FY2008
Deadbolts, locks for windows				
Locks and cables to secure equipment to tables				
Locks to securing filing cabinets				
Locks to secure closets				
Engraving pen to identify equipment				
Alarm system				
Installation of alarm system				
Security cameras				
Installation of security cameras				
Security guard				
Other				
Subtotal				

Equipment and hardware	Startup	FY2006	FY2007	FY2008
Computers (including monitor, keyboard, and mouse)				
Printer				
Modem				
Computer cable				
Computer wires				
Extension cords				
Surge protectors				
Network wiring/hubs				
Router				
Additional warranties				
Service contract				
Networking hardware				
Telephones				
Telephone installation				
Photocopier				
Fax machine				
Other				
Subtotal				
Standard software programs	Startup	FY2006	FY2007	FY2008
Word processing				
Spreadsheets				
Graphics				
Databases				
Antivirus program				
Network operating				
Other				
Subtotal				
Furniture	Startup	FY2006	FY2007	FY2008
Computer tables				
Sign-in table				
Work tables, desk				
Chairs for desks, computers, tables				

Lighting				
Bulletin boards				
Coat racks				
Filing cabinets				
Antistatic floor covering				
Carpet				
Center sign				
Other				
Subtotal				
Program costs and materials	Startup	FY2006	FY2007	FY2008
Adult education				
Afterschool activities				
Job training				
Services for seniors				
Other				
Subtotal				
Program marketing	Startup	FY2006	FY2007	FY2008
Printed materials				
Advertising				
Other				
Subtotal				
Office supplies	Startup	FY2006	FY2007	FY2008
Paper				
Pens, pencils, crayons, markers				
Printer toner				
First-aid kit				
Soap				
Paper towels				
Other				
Subtotal				
Other expenses	Startup	FY2006	FY2007	FY2008

Subtotal				
TOTAL				

Sources

Sources of funding	Startup	FY2006	FY2007	FY2008
Project funds from HUD				
Residual Receipts Account				
Funds borrowed from the Reserve for Replacement Account				
236 Excess income				
Rent increase				
Request for special rent adjustment				
Owner's equity				
Subtotal of project funds from HUD				
Other HUD funding				
Subtotal of HUD funds				
Other government grants (federal, state, local)				
Foundation grants				
Private donations				
Corporate contributions				
Fundraising events (annual events, auctions, drawings, raffles)				
User fees (membership fees, class fees, public access fees)				
Business development profits				
In-kind donations				
Other				
Subtotal of all other funding sources				
Total estimated revenue funds (sources)				
Total budget expenses (uses)				
Deficit or surplus				

Section 3: Planning for Center Operations

Activity	Start Date	End Date
Obtain Internet connection		
Obtain equipment		
Test equipment		
Security plan drafted and security in place		
Accessibility plan drafted and center will be accessible to persons with disabilities		
Staffing of center (hired and trained)		
Grand opening of the center		
Training program and classes begin		

Section 4: Organization and Management

Activity	In place?	If no, what is projected completion date?
Establish residents committee		
Establish advisory board or a board of directors		
Develop bylaws		
Establish 501(c)(3)		
Ensure accounting system is in place		
Establish employee benefits plan		
Develop personnel manual		
Develop staff training plan		
Develop staff evaluation plan		

Goal	Start a Residents' Committee

Section 5: Program Planning

Resident Needs Summary

The following summary is based on the number of persons that completed a resident survey. The level of interest is defined as follows: Low—less than 50 percent; Medium—50 percent to 74 percent; High—75 percent or more.

Number of people who completed the resident survey: _____

Type of training or program	Level of interest	Programs offered at the center?
Job-skills training/employment		
Job-readiness training		
Job-retention services		
Job posting, search, or placement services		
Introduction to/familiarization with computers		
Internet access and access to local services		
Economic development (microenterprises, small business development)		
Telecommuting and remote job access training		
Children’s education programs (ages 0–12 years)		
Youth education programs (ages 13–17 years)		
Adult basic education/literacy		
ESL programs		
GED/high school equivalency certificate programs		
Adult continuing education programs		
Family education programs		
Children’s activities (ages 0–12 years)		
Youth activities (ages 13–17 years)		
Adult activities (ages 18–64 years)		
Senior services (ages 65+ years)		
Childcare		
Healthcare		
Personal financial management counseling		
Other: antidrug education		

Annual Program Objectives

Objectives					# Participants
Number of adults the center plans to serve					
Number of children the center plans to serve					
Introduction to/familiarization with computers?					
Provide computer courses for	Introductory	Intermediate	Advanced	Total	
Children					
Youth					
Adults					
Seniors					
Job-skills training/employment?					
Provide individuals with an opportunity to improve their quality of life by participating in job training and placement					
Provide job-readiness training					
Track the number of individuals who retain jobs					
3–12 months					
12+ months					
Provide individuals with opportunities to improve their quality of life and track participation in the following programs:					
GED preparation classes					
ESL classes					
Literacy programs					
Adult basic education					
Provide children and youth with opportunities to improve their quality of life through participation in:					
Structured afterschool programs					
Onsite childcare programs					
Subsidized childcare onsite or in the community					
Provide individuals with opportunities to develop:					
Telecommuter centers					
Small business or microenterprises					
Youth-based businesses					
Provide individuals with an opportunity to improve their quality of life through:					
	Families	Seniors	Total		
Onsite health-related education and resources					

Improved access to health-related education and resources			
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Other objectives?

Goal				
	Activities	Start date	End date	Person responsible
	Outcome			
	Progress			

Goal	Develop and Schedule Computer-Learning and Crafts Classes
-------------	--

Section 6: Marketing and Outreach

Proposed Partners

Partner	Contact	Phone

Committed Partners

Partner	Resources	In-Kind Values	Funds Donated

Goal				
-------------	--	--	--	--

Goal				

Goal				
	Activities	Start date	End date	Person responsible
	Outcome			
	Progress			

Goal				
	Activities	Start date	End date	Person responsible
	Outcome			
	Progress			

Section 9: Assessment and Evaluation

Section Overview

Each fiscal year, center staff are encouraged to evaluate their center's actual programs, services, and expenses in relation to their projected programs, services, and expenses to track progress and performance. START provides an online assessment tool specifically to encourage Neighborhood Networks center staff to update, modify, and assess their centers' business plans on a yearly basis. START makes this easy by allowing center staff to view the center's original business plan projections while they record the center's actual yield. A preview of the assessment template follows.

Neighborhood Networks Center Assessment & Evaluation

Fiscal Year 2009

All Neighborhood Networks centers are encouraged to complete the following baseline assessment and evaluation on an annual basis. This report is for the period of October 1–September 30th and is due to the local HUD office no later than October 31st. This is a useful tool that promotes and measures the centers’ successes. Please complete and forward to the local HUD Neighborhood Networks Coordinator.

CENTER PROFILE

Center Address: **Phone:**
HUD Field Office: **Fax:**
E-mail:
Web site:

Center Contact: **Phone:**
Fax:
E-mail:

HUD PROPERTY INFORMATION

Name/Address: **Phone:**
Fax:
E-mail:

FHA Number:
Section 8 Number:

Property Management Agency

Agency Name:
Address:
City: **State:**
ZIP Code: **E-mail:**
Phone: **Fax:**

HUD SECOND PROPERTY INFORMATION

Name/Address: **Phone:**
Fax:
E-mail:

FHA Number:
Section 8 Number:

Second Property Management Agency

Agency Name:
Address:
City: **State:**
ZIP Code: **E-mail:**
Phone: **Fax:**

1. How well has the center met its objectives, as outlined in the Business Plan Objectives section?

Please check and insert appropriate number to all objectives that apply.

Planned	Actual	
How many people is the center serving this year?		
	<input type="text"/>	Adults
	<input type="text"/>	Children
Job-Skills Training/Employment?		
	<input type="text"/>	Individuals participating in a job-skills program (job skills)
	<input type="text"/>	Individuals participating in a job-readiness program (job readiness)
	<input type="text"/>	Individuals participating in a job-retention program (job retention)
	<input type="text"/>	Individuals being assisted by a job-placement program (job placement)
	<input type="text"/>	Individuals obtaining jobs (obtaining jobs)
	<input type="text"/>	Individuals retaining jobs for more than 3 to 12 months (retaining jobs: 3–12 months)
	<input type="text"/>	Individuals retaining jobs for longer than 12 months (retaining jobs: 12 months or more)
Introduction to/Familiarization with Computers?		
	<input type="text"/>	Seniors being provided with basic computer skills training opportunities (computer basics: seniors)
	<input type="text"/>	Adults being introduced to basic computer skills such as keyboarding, Internet access (computer basics: adults)
	<input type="text"/>	Youth participating in a basic computer skills such as keyboarding, Internet access education program (computer basics: youth)
	<input type="text"/>	Youth participating in a structured computer skills program (structured skills: youth)
Internet Access and Access to Local Services?		
	<input type="text"/>	Individuals having the ability to access the Internet through the Neighborhood Networks center (number of Internet users)
Economic Development (microenterprises, small businesses, telecommuting)?		
	<input type="text"/>	Individuals being given the opportunity to telecommute from the Neighborhood Networks center (telecommuters)
	<input type="text"/>	Individuals being given the opportunity to develop a small business or microenterprise (small-business users)
	<input type="text"/>	Seniors being given small-business development opportunities (senior business development)

<input type="checkbox"/>	<input type="checkbox"/>	Youth being given the opportunity to develop job skills or a youth-based business (job skills: youth)
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Healthcare?		
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<input type="checkbox"/>	<input type="checkbox"/>	Senior individuals being provided with onsite health-related resources (healthcare: senior)
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<input type="checkbox"/>	<input type="checkbox"/>	Adult individuals being provided with improved access to health-related education and resources (healthcare: adult)
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<input type="checkbox"/>	<input type="checkbox"/>	Children and youth being provided with improved access to healthcare resources and services (healthcare: youth)
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Basic Adult Education, Literacy, ESL, GED?		
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<input type="checkbox"/>	<input type="checkbox"/>	Individuals participating in a GED preparation class (GED preparation)
--------------------------	--------------------------	--

<input type="checkbox"/>	<input type="checkbox"/>	Individuals receiving their GED as a result of participation in Neighborhood Networks center programs (GED recipients)
--------------------------	--------------------------	--

<input type="checkbox"/>	<input type="checkbox"/>	Individuals participating in ESL classes (ESL classes)
--------------------------	--------------------------	--

<input type="checkbox"/>	<input type="checkbox"/>	Individuals participating in a literacy program (literacy program)
--------------------------	--------------------------	--

<input type="checkbox"/>	<input type="checkbox"/>	Individuals participating in adult basic education (adult basic education)
--------------------------	--------------------------	--

Afterschool Program?		
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<input type="checkbox"/>	<input type="checkbox"/>	Youth participating in a structured afterschool program (youth afterschool)
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Childcare?		
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<input type="checkbox"/>	<input type="checkbox"/>	Children participating in an onsite childcare program (onsite childcare)
--------------------------	--------------------------	--

<input type="checkbox"/>	<input type="checkbox"/>	Individuals receiving childcare when participating in a Neighborhood Networks center class/program (participant childcare)
--------------------------	--------------------------	--

<input type="checkbox"/>	<input type="checkbox"/>	Children receiving subsidized childcare onsite or in the community (subsidized childcare)
--------------------------	--------------------------	---

Other Objectives? (Please specify below)		
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Once a month, the center offers an evening antidrug class to all interested residents.	
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2. Classes Offered/Participation: What classes were offered? How many residents participated out of the total resident population?

Class Type	Offered?	Participant	
		Resident	Community Member
Job-skills training/employment	<input type="checkbox"/>	<input type="text"/>	<input type="text"/>
Introduction to and familiarization with computers	<input type="checkbox"/>	<input type="text"/>	<input type="text"/>
Advanced computer training	<input type="checkbox"/>	<input type="text"/>	<input type="text"/>
Internet access and access to local services	<input type="checkbox"/>	<input type="text"/>	<input type="text"/>
Healthcare	<input type="checkbox"/>	<input type="text"/>	<input type="text"/>
Basic adult education	<input type="checkbox"/>	<input type="text"/>	<input type="text"/>
Literacy	<input type="checkbox"/>	<input type="text"/>	<input type="text"/>
ESL	<input type="checkbox"/>	<input type="text"/>	<input type="text"/>
GED	<input type="checkbox"/>	<input type="text"/>	<input type="text"/>
Economic development (microenterprises, small business, telecommuting)	<input type="checkbox"/>	<input type="text"/>	<input type="text"/>
Youth education programs	<input type="checkbox"/>	<input type="text"/>	<input type="text"/>
Afterschool programs	<input type="checkbox"/>	<input type="text"/>	<input type="text"/>
Senior services/education programs	<input type="checkbox"/>	<input type="text"/>	<input type="text"/>

Continuing education	<input type="checkbox"/>	<input type="text"/>	<input type="text"/>
Recreation	<input type="checkbox"/>	<input type="text"/>	<input type="text"/>
Other (please list here)	<input type="checkbox"/>	<input type="text"/>	<input type="text"/>

3. Success stories are very important! Neighborhood Networks wants to showcase your successes. Please include any success stories the center wants to share below:

4. Cost Analysis: How much did the operations of the Neighborhood Networks center cost for the year? What were the funding sources used (including amounts)?

Sources>>	Private Donations (foundation grants; other government grants (state, local, federal))	Other Grants	Earned Income from Center (e.g., user fees, rent)	In-kind Donations/ Services	Property/ HUD Funds	Other (business development profits; corporate donations; fundraising event)	Expenses Total	
							Actual	Planned
Expenses								
Computer Hardware								
Equipment and hardware	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Other Equipment								
Furniture	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Computer Software								
Standard software programs	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Staffing								
Center staffing	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

Maintenance, Insurance, Miscellaneous

Space needs and utilization								
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Retrofitting/Security

Security								
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Other Administrative

Program costs and materials								
Program marketing								
Office supplies								
Other expenses								
Sources Total	Actual							
	Planned							

Grand Total>>	Sources	Actual		Expenses	Actual	
		Planned	\$		Planned	

Note: The "Planned" values are based on those corresponding values on the approved business plan for the fiscal year of this assessment.

5. What worked well? What did not work well and why? Additional comments?

6. For centers focusing on job-skills training/employment:

Was job training provided?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Type of training, check all that apply:	<input type="checkbox"/> Work skills <input type="checkbox"/> Life skills <input type="checkbox"/> Resume <input type="checkbox"/> Other

Number of participants who received job training:	<input type="text"/>
Number of participants who improved skills:	<input type="text"/>
Number of unemployed people who got a job:	<input type="text"/>
Number of people that, through the training, got a better job:	<input type="text"/>
How many jobs have health benefits?	<input type="text"/>
What new skills did the residents learn (e.g., life skills, decision-making skills) that will better prepare them for the post welfare-reform era?	
<div style="border: 1px solid gray; height: 100px; width: 100%;"></div>	

7. Housing/Homeownership Education:

Type of education, check all that apply:	<input type="checkbox"/> Homeownership <input type="checkbox"/> Housing counseling <input type="checkbox"/> Credit counseling
Number of people who, through the training, became homeowners.	<input type="text"/>

8. Has the center been operational for the entire period of this assessment?

Yes No

9. Does the center actively operate programs designed to support residents' self-sufficiency?

Yes No

User Tip: By completing the Center Assessment, the Neighborhood Networks center qualifies to achieve Certified Center Classification status under the Neighborhood Networks Center Classification system. Additional information about Center Classification is available in the following section.

Section 10: Center Classification

The Neighborhood Networks Initiative has a Center Classification system that recognizes three levels of achievement: Designated, Certified, and Model. START plays a key role in the Center Classification process.

The Three Classification Levels

- The **Designated** Center Classification establishes minimum achievable standards for Neighborhood Networks centers. This designation denotes that the center has the tools leading to effectiveness in creating programs and services to support the self-sufficiency of residents of FHA-insured and assisted properties and the sustainability of the center.
- **Certified** Center Classification signifies that centers have achieved and exceeded Designated Center Classification status, and actively operate programs designed to support residents' self-sufficiency.
- The **Model** Center Classification is based on a combination of achievements of Designated Center Classification and Certified Center Classification standards, and additionally, achievement of mandatory Model Center Classification standards. Model Center Classification Neighborhood Networks centers exemplify excellence for the entire Neighborhood Networks initiative.

Classification Level Requirements

Designated Center Classification Neighborhood Networks centers must have:

- A HUD-approved START business plan.
- A letter from the center stating they are operational.
- At least one computer with Internet access.

Centers wishing to advance to **Certified** Center Classification must have:

- Designated Center status prior to application for Certified Center status.
- A HUD-approved business plan using START.
- Been operational for 12 consecutive months.
- A HUD-accepted *Center Assessment and Evaluation* using START.

Model Center Classification is based on:

- Achievement of the Designated Center and Certified Center standards.
- Achievement of Model Center standards (refer to the Model Center Classification Standards on the next page).

There are nine Model Center Classification standards, seven of which are mandatory. On the following page is a chart listing each standard along with an explanation for that standard and the related supporting documentation that is required to apply for Model Center Classification status.

Model Center Classification Standards

Standard	Explanation	Documentation Required
<p><i>Standard 1, Period of Operation (Mandatory).</i> The center has been operational for three years.</p>	<p>The center has been open and offering programs and services for three years.</p>	<ul style="list-style-type: none"> ➤ One HUD-approved START business plan. ➤ One HUD-accepted assessment.
<p><i>Standard 2, Resident Involvement (Mandatory).</i> The center conducts resident surveys at least once every three years. The survey results are used to guide the choices of center programs and services.</p>	<p>Sufficient input from residents (the target population) is required to determine what programs and services they would value and use.</p>	<ul style="list-style-type: none"> ➤ An initial resident survey (data entered into START). ➤ A follow-up resident survey (completed within three years and data entered into START). ➤ Listing of programs and services offered within the past three years.
<p><i>Standard 3, Program Guidelines (Mandatory).</i> Training and other programs include written curricula or program guidelines.</p>	<p>Programs and services offered should be guided by a written curriculum or program guidelines to ensure structure, organization, and outcomes.</p>	<ul style="list-style-type: none"> ➤ A copy of each program curriculum or guideline.
<p><i>Standard 4, Tracking, Evaluation and Reporting (Mandatory).</i> The center has a system that tracks, evaluates, and reports the results of its program activities. The results are used to improve program performance and outcomes, and increase resident participation.</p> <p><i>NOTE: The START center assessment and evaluation form meets this standard.</i></p>	<p>Systems should be in place to track, evaluate, and report program outcomes; to determine whether outcomes meet expectations or whether improvement is needed; and to increase resident participation. For example, workforce development programs should track and report the types of jobs obtained by participants. When afterschool programming is provided, parent and school input should be sought to assess student needs, grades, test scores, and overall progress.</p>	<ul style="list-style-type: none"> ➤ A written summary describing program outcomes. ➤ Description of the center’s system for tracking, evaluating, and reporting on its programs. ➤ Description of how information collected is used to improve performance and outcomes and increase resident participation.

Standard	Explanation	Documentation Required
<p>Standard 5, Partnerships (Mandatory). The center is actively engaged with a minimum of two partner entities.</p>	<p>The center should be actively involved with at least two partner entities by entering into and maintaining partnership agreements that specify roles, responsibilities, and services to be provided during a specific time frame.</p>	<ul style="list-style-type: none"> ➤ A minimum of two written partnership agreements specifying roles, responsibilities, and services to be provided.
<p>Standard 6, Funding (Mandatory). The center engages in fund development to increase financial sustainability, and has submitted a minimum of three proposals in the past three years.</p>	<p>The center should use a variety of fund development mechanisms to finance current and future operations. The center should demonstrate the capacity to develop proposals to secure equipment, operate programs, maintain staff, and meet other center needs.</p>	<ul style="list-style-type: none"> ➤ Copies of proposals submitted during the past three years. ➤ Sample materials from other types of fundraising efforts.
<p>Standard 7, Center Environment (Mandatory). The center environment has the following characteristics: (a) high-speed Internet access; (b) up-to-date and working equipment and operating systems; (c) accessible work space and equipment; (d) implemented security features; (e) operational for at least 30 hours weekly; and (f) attractive and clean physical facilities.</p>	<p>The center environment, both facilities and equipment, should reflect the dignity and respect afforded to the learning process. Residents and equipment should be secure. The center should operate for a sufficient number of hours to allow residents ample use of the facility.</p>	<ul style="list-style-type: none"> ➤ Operating statement that discusses items stated in the standard. ➤ Interior and exterior photographs of the center.
<p>Standard 8, 501(c)(3) (Optional). The center has obtained 501(c)(3) status or is aligned with a 501(c)(3) organization.</p>	<p>The 501(c)(3) status permits the center to seek and receive grants, contracts, and tax-deductible donations, thereby increasing opportunities for sustainability.</p>	<ul style="list-style-type: none"> ➤ Copy of 501(c)(3) letter of designation from the Internal Revenue Service (IRS) or copy of 501(c)(3) letter of designation from IRS for organization with which center is aligned. ➤ Letter of alignment from that organization (if applicable).

Standard	Explanation	Documentation Required
<p>Standard 9, Governance (Optional). A board of directors or similar body provides center governance.</p>	<p>A volunteer body representative of all center stakeholders should guide center operations and the center’s director. The board should have regularly scheduled meetings.</p>	<ul style="list-style-type: none"> ➤ List of governance body members and their affiliations. ➤ Copies of recent meeting minutes.

Center Classification Six-Step Process

The Neighborhood Networks Initiative has developed a six-step process for Neighborhood Networks centers to achieve the highest level of Center Classification – Model Center Classification.

Step 1: Receive HUD approval of START business plan. The center must have a HUD-approved START business plan to achieve Designated Center Classification status.

Step 2: Obtain HUD-accepted Center Assessment and Evaluation. The center must have a HUD-accepted Center Assessment and Evaluation to achieve Certified Center Classification status. Both Designated Center Classification and Certified Center Classification levels must be achieved before the center can apply for Model Center Classification status.

Step 3: Gather Model Center Classification supporting documentation. Collect supporting documents for each Model Center Classification Standard listed above.

Step 4: Submit the Model Center Classification Request. The Model Center Classification request form is submitted online through START.

Step 5: Submit Model Center Classification supporting documentation. The supporting documentation must be submitted in a three-ring binder for verification. Mailing instructions are available on the Model Center Classification request form. Eligibility for Model Center Classification status is also reviewed by the HUD Neighborhood Networks Coordinator and the Neighborhood Networks National Director.

Step 6: Achieve Model Center Classification status. After meeting all Model Center Classification standards and other due diligence, the center receives a Model Center Classification award and is recognized as a centerpiece of the Neighborhood Networks Initiative. The center is also added to the Model Center Classification Honor Roll featured on the Neighborhood Networks Web site.

Additional Information

Additional information about START’s role in Center Classification is available in the following pages of this Workbook and User Guide. Center staff may also contact the Neighborhood Networks Information Center’s toll-free number at (888) 312-2743 or visit the Neighborhood Networks Web site at www.NeighborhoodNetworks.org.

Section 11: Frequently Asked Questions

1. What is the Strategic Tracking and Reporting Tool?

The Strategic Tracking and Reporting Tool (START) is the online business planning tool that enables Neighborhood Networks centers staff to electronically develop, prepare, and submit a business plan to HUD for review and approval.

2. Who should center staff call if they need assistance with START?

Call the Neighborhood Networks Information Center toll-free at (888) 312-2743. Program Development staff are available Monday through Friday from 8:30 a.m. to 5 p.m. EST.

3. Are all centers required to have a START business plan?

Yes, START is the required business plan format to open and maintain a Neighborhood Networks center. In addition, center staff must use START to achieve advanced levels of Center Classification for their center.

4. Are center staff required to update their centers' business plans? If so, how often?

There are no update requirements, but the business plan should be updated whenever significant changes occur. However, centers will need updated business plans and assessments to advance to a higher Classification status. It is also recommended that center staff track the progress of the center's programs and services by recording information in the Program and Planning section of START.

5. How long does it take to complete a business plan in START?

This depends on the amount of information that is entered. START can be worked on incrementally and at the center staff's pace. It is advised that this Workbook be used to gather information before going online. Center staff can also receive technical assistance (including data entry) in completing their centers' START plans by calling the Neighborhood Networks Information Center toll free at (888) 312-2743.

6. How do centers benefit from completing a START business plan?

After completing the START process, a business plan is generated that summarizes the activities and programs of the Neighborhood Networks center. START helps center staff make informed strategic decisions, and provides them with management tools to illustrate the center's impact and assess its performance. It also targets areas of technical assistance that can be provided to the center.

7. Can START help understaffed centers?

START facilitates planning and operations for center staff, so they can maximize their time and work efficiently. It also identifies resources, volunteers, and potential partners in the center's community that can support center staff in their efforts to serve residents.

8. If center staff begin entering data into START, but aren't able to complete the plan, will they lose the information already entered?

As long as the center staff click *Save* after they have finished, START tracks each section that is completed and allows center staff to begin where they left off reducing repetition.

9. After completing a START business plan, how do center staff receive approval?

After completing the Funding Commitments section in START, center staff should save the business plan report by clicking on the *save a business plan report* link below the list of partners, or by selecting *Business Plan Report* and then *Save Business Plan Report* on the left navigation menu. The business plan can then be submitted to HUD for review/approval by clicking the *Submit to HUD* link at the top of the business plan report screen.

10. How can center staff obtain a copy of the approved START business plan?

The approved business plan is located under the Business Plan Reports section in START. Center staff should log into START, select *Business Plan Reports*, and then select the *Existing Business Plan Reports* link.

11. Is there a sample completed START business plan for reference purposes?

A sample business plan is available for review at the Neighborhood Networks Web site. A sample plan can also be requested by calling the Neighborhood Networks Information Center toll free at (888) 312-2743.

12. There is an assessment component to START, which facilitates tracking, evaluation, and reporting. Why track center performance?

The tracking component assists center staff with tracking, evaluating, and reporting program outcomes; determining whether those outcomes met staff expectations; and identifying whether program adjustments are needed to increase the participation of residents. For example, center staff can track valuable statistics such as how many residents have found jobs or completed computer training. This data demonstrates success and can enhance fundraising efforts. Therefore, updating is to the center's advantage. The outcomes also reflect the overall health of the national Neighborhood Networks Initiative, which facilitates the development of national partnerships.

13. How often should center staff complete the center assessment and evaluation?

All Neighborhood Networks centers are encouraged to complete the assessment and evaluation on an annual basis. The assessment is for the period of October 1 to September 30 each year and is due to the local HUD Neighborhood Networks Coordinator no later than October 31. Center assessments are required to advance to higher Classification status.

14. Where is resident involvement featured in START?

Resident involvement is incorporated throughout the START process because it drives a Neighborhood Networks center's programs and success. START includes a Resident Interest Survey that helps to identify the interests of residents so that appropriate programs and services can be offered.

15. How can the business plan timeframe be changed in START?

The timeframe for a business plan is a period of three consecutive fiscal years. October 1 to September 30 of the following calendar year is the fiscal year period used by Neighborhood Networks. Neighborhood Networks centers can request an adjustment to their business plan timeframe by calling the Neighborhood Networks Information Center toll free at (888) 312–2743.

16. Should center staff include demographic information for both the property residents and the community if the center serves both?

The user should determine the demographic makeup for the property and enter the data in the Property category. The demographic information for the property as well as the surrounding community can be entered in the Center category.

17. Staff from new centers may find that START asks them to describe several items that have not yet been established (programs, marketing, etc.) Should they write the plan to describe current progress or explain what they anticipate the center to become? Is it okay to include both current and planned activities?

Existing centers should enter current information. New centers can enter the information that is needed to open and operate in the first year.

18. How do center staff update the center contact information?

Center staff can update the center contact information by logging into the center’s START business plan site, selecting *Center Profile Update*, and entering and saving new information. Center staff can also call the Neighborhood Networks Information Center toll-free at (888) 312-2743 for assistance.

19. What should center staff do if they forget their password?

Center staff can receive a computer-generated reply with their secure password instantly by accessing the Neighborhood Networks at Work Center Login page, entering their contact e-mail and clicking *Submit*. The login information is automatically e-mailed to them. Center staff can also create additional START accounts and user names to encourage collaboration in completing the business plan.

PART II

Center User Guide

PART II: TABLE OF CONTENTS

The START Center User Guide section is designed to help center staff navigate START online. This user guide section includes screenshots that highlight specific and useful features of START, and details how center staff utilize START to advance their centers through the Neighborhood Networks Center Classification process.

Section 1:	Logging into START	101
	Neighborhood Networks at Work Portal	103
	Create a New Center Profile	105
	Create a START Login Account	108
	Neighborhood Networks at Work Center Tool Site	111
Section 2:	START Features	112
	Navigating through START	113
	START Pop-Up Boxes	116
	Saving and Submitting a Business Plan	119
	Assessment and Evaluation	123
	START E-Mail	129
Section 3:	START Tools/Center Web Site Creation and Management Tool	130
	Center Calendar of Events Tool	133
	Center Activity Update Tool	135
	Changing/Adding User ID and Password	137
Section 4:	Exiting START	140
Section 5:	Center Classification	142
	Request for Model Center Classification Status	143

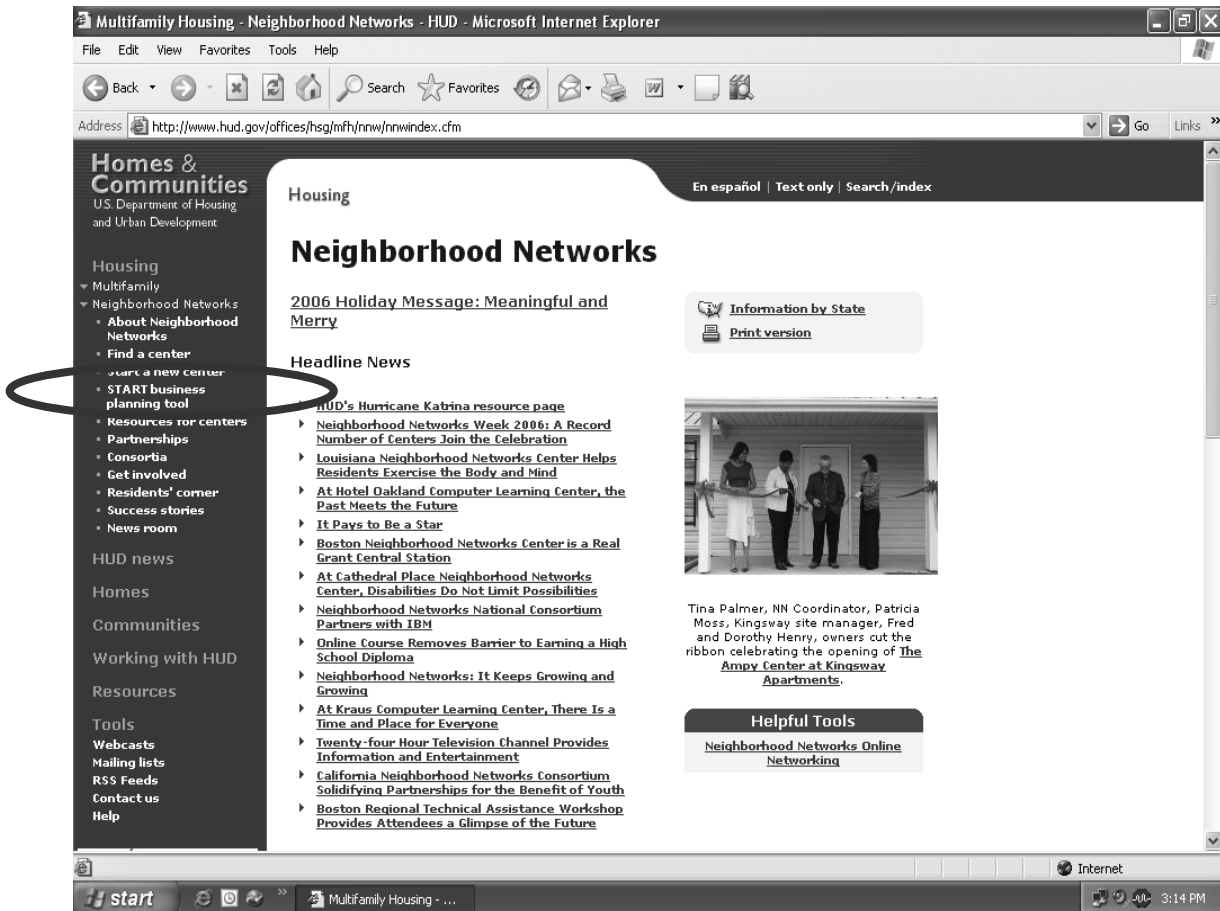
Have any questions about START or the *START Workbook and User Guide*? Please call the Neighborhood Networks Information Center toll free at (888) 312-2743 to speak with a member of the Program Development staff, or go to the Neighborhood Networks Web site at www.NeighborhoodNetworks.org.

Section 1: Logging into START

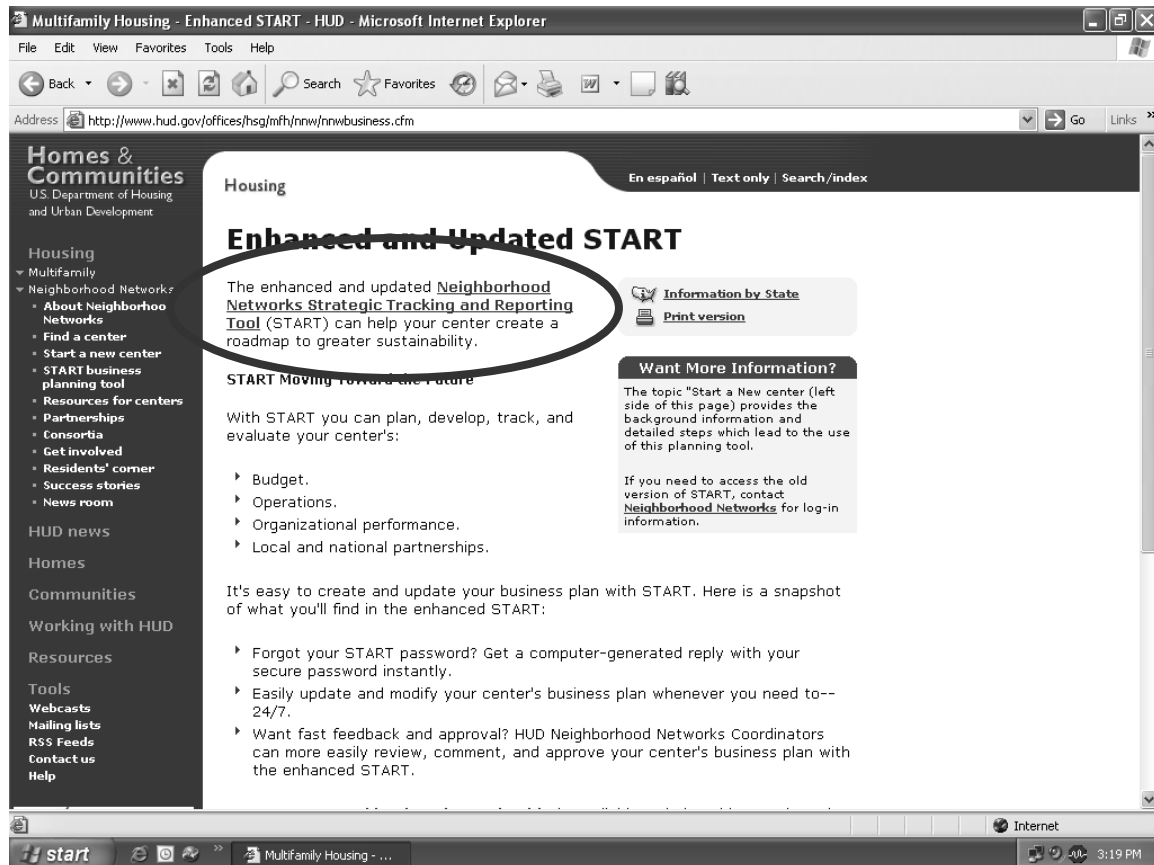
START can be accessed directly by inputting *www-domino4.hud.gov/NN/start.nsf* into the Internet browser or by navigating through the Neighborhood Networks Web site at *www.NeighborhoodNetworks.org*.

Neighborhood Networks Web Site Homepage

To access START from the Neighborhood Networks homepage, click **START business planning tool** on the left navigation bar.

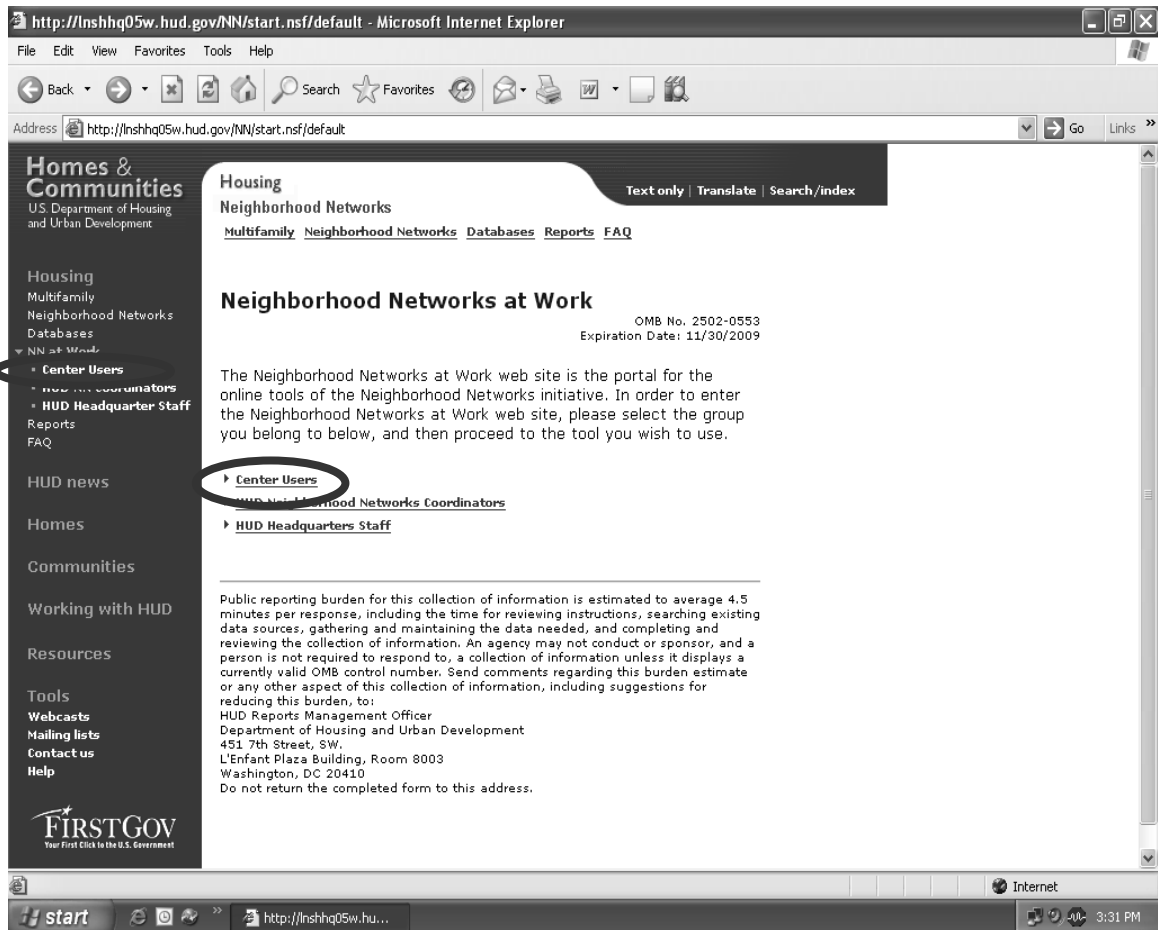


From the Enhanced and Updated START page, click the **Neighborhood Networks Strategic Tracking and Reporting Tool** link to access the Neighborhood Networks at Work page.



Neighborhood Networks at Work Portal

The Neighborhood Networks at Work portal is the gateway for accessing the online tools of the Neighborhood Networks Initiative. To enter the Neighborhood Networks at Work portal, click on Center Users (either on the left navigation bar or the main page) to access the Neighborhood Networks at Work Center Login page.



Neighborhood Networks at Work Center Login

Center users must first create a (1) center profile, and (2) a business plan site, before entering data into a START business plan. When accessing the Neighborhood Networks at Work Center Login page, the user can choose to create a new center profile, create their START login account (which in turn creates their START business plan site), request their password, or login to view/edit their existing START business plan.

- To create a new profile, click **create a new center profile**, complete the Create New Center Profile form, and submit to HUD.
- If a center profile exists and the user wishes to begin their START business plan by creating a business plan site, click **request a login account**.
- If the user has already begun to input information into START and is returning to their plan, login by selecting the **state** where the center is located and entering the **center name, user name, and password**.

Center login - Microsoft Internet Explorer

File Edit View Favorites Tools Help

Address <http://lnshhq05w.hud.gov/NN/start.nsf/centerseIOpenForm&request=edit>

Homes & Communities
U.S. Department of Housing and Urban Development

Housing
Multifamily
Neighborhood Networks
Databases
NN at Work
Center Users
HUD NN Coordinators
HUD Headquarter Staff
Reports
FAQ

HUD news
Homes
Communities
Working with HUD
Resources
Tools
Webcasts
Mailing lists
Contact us
Help

Housing
Neighborhood Networks
Multifamily Neighborhood Networks Databases Reports FAQ

Text only | Translate | Search/index

Neighborhood Networks at Work Center Login

OMB No. 2502-0553
Expiration Date: 11/30/2009

If you have a login ID and password for NN at Work, or if you have a previously assigned START login and password, please login here.

State: Alaska

Center Name: Executive Estates Neighborhood Networks Community Center

Enter User Name:

Enter Password:

submit >>

If your center has a center profile but does not have a NN at Work login account, you may [request a login account here](#). (Your center needs to have a center profile first).

If your center does not have center profile, you may [create a new center profile here](#).

Forgot your password? If so, please enter your contact e-mail. The login information will be e-mailed to you.

submit >>

start Center login - Microso... 5:00 PM

Create a New Center Profile

To create a new center profile, provide the information requested on the Create New Center Profile screen and click **Submit**. This generates an e-mail to the HUD Neighborhood Networks Coordinator requesting review and approval of this profile. The HUD Neighborhood Networks Coordinator's approval generates a return e-mail to the user from the Neighborhood Networks Program Development staff with information and instructions to proceed. A sample return e-mail is provided on the following page.

User Tip: The center profile information can also be printed by clicking **Print**.

Homes & Communities
U.S. Department of Housing and Urban Development

Housing
Multifamily
Neighborhood Networks
Databases
NN at Work
Center Users
HUD NN Coordinators
HUD Headquarter Staff
Reports
FAQ

HUD news
Homes
Communities
Working with HUD
Resources
Tools
Webcasts
Mailing lists
Contact us
Help

FIRST GOV
Your First Click to the U.S. Government

Housing
Neighborhood Networks
Text only | Translate | Search/index
Multifamily Neighborhood Networks Databases Reports FAQ

Create New Center Profile

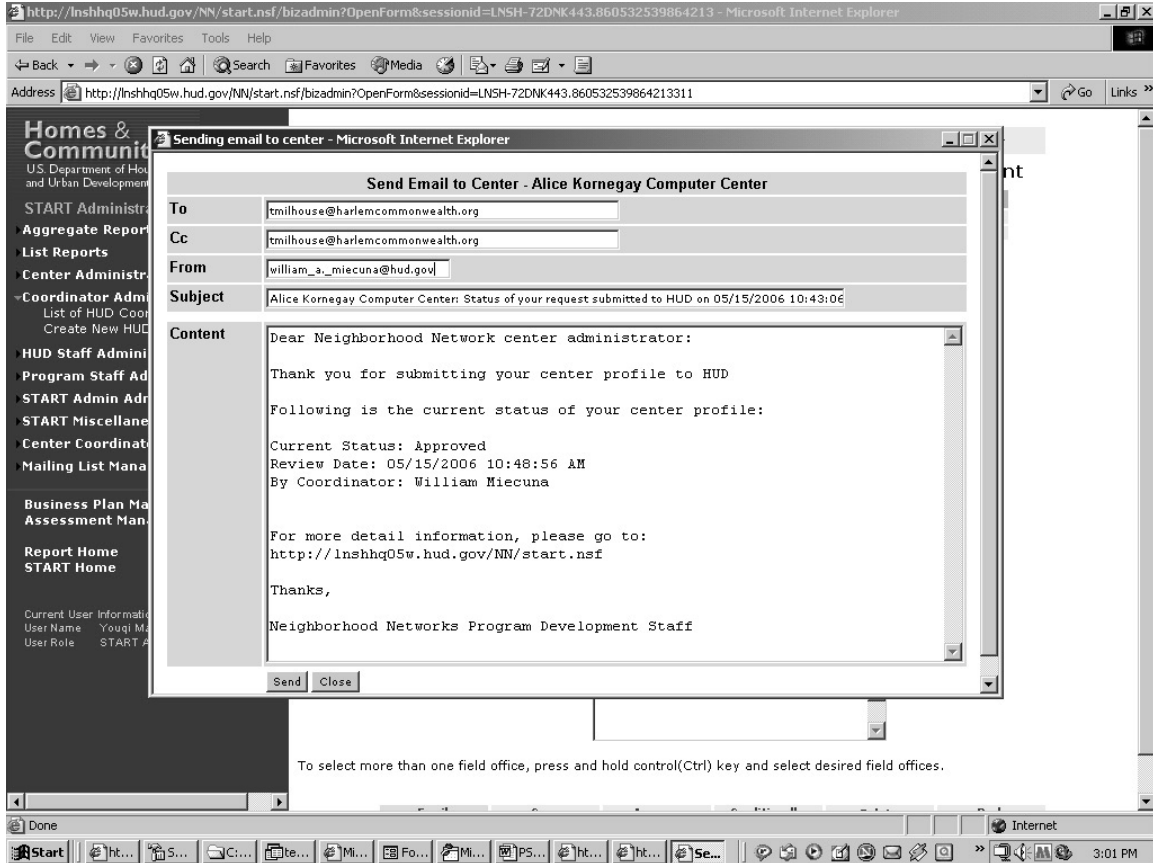
Print Submit

* Required fields

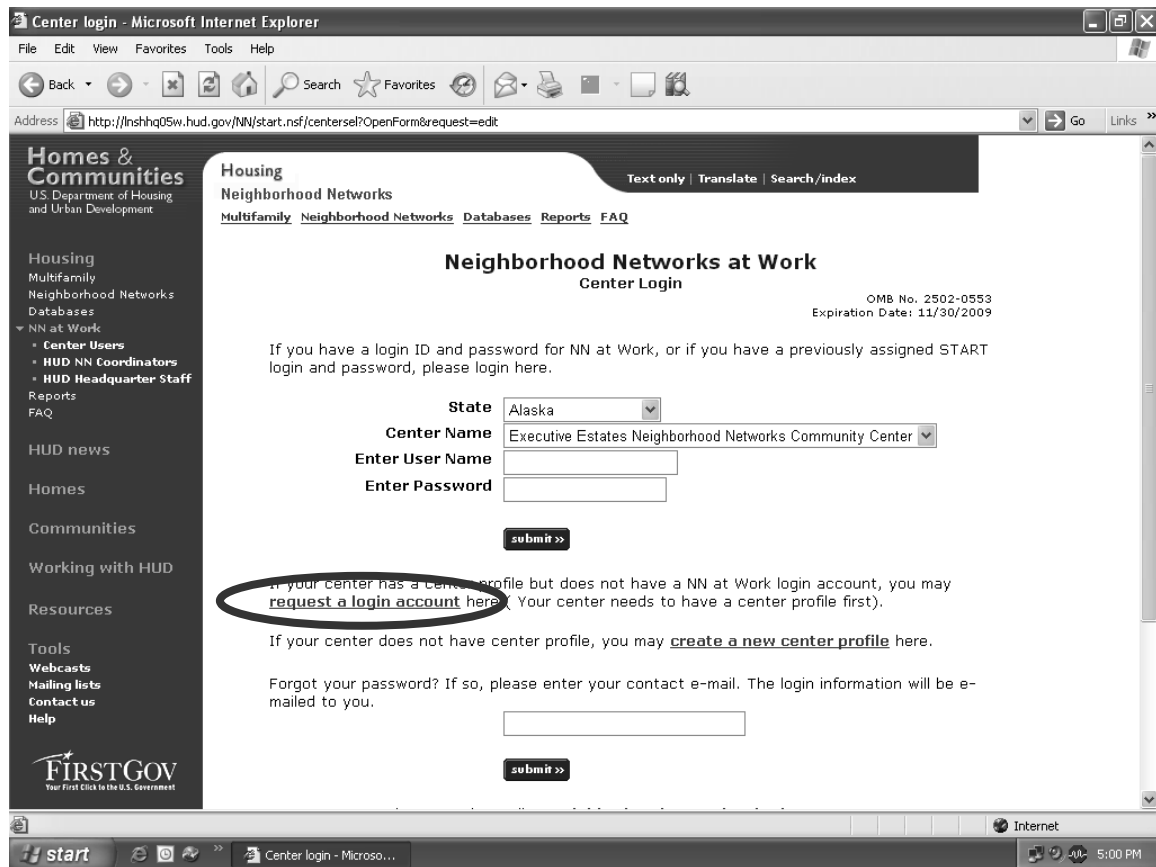
General Information

Center Name *
Center Address *
City * State *
Zip * E-mail *
Phone * (###-###-####) Ext
Fax (###-###-####)
Website
Alternate Address
Alternate City Alternate State
Alternate Zip
Center Phase *
 1. In Planning 2. Plan Submitted 3. Plan Approved
 4. Center Operational 5. Center Closed 6. Center Suspended
Operational Date (mm/dd/yyyy)
Internet Connection Type
Field Office *

New Center Profile E-mail Notification



Once the profile has been approved, return to the Neighborhood Networks at Work Center Login page and click on **request a login account** to create a START business plan site.



Create A START Login Account

Using the drop-down menu on the Neighborhood Networks at Work Center Login Creation page, select the state and center name and fill in the remainder of the requested information. Click **submit** and the system requests verification. Verify the information and correct any information as needed, then click **OK** to proceed. Once the START login has been created, the center user receives an e-mail providing them with their personal START user name and password.

User Tip: By creating the START business plan site, the user is automatically assigned as the center administrator. This is important, because only center administrators are able to add/update user ID and password information for the Neighborhood Networks center.

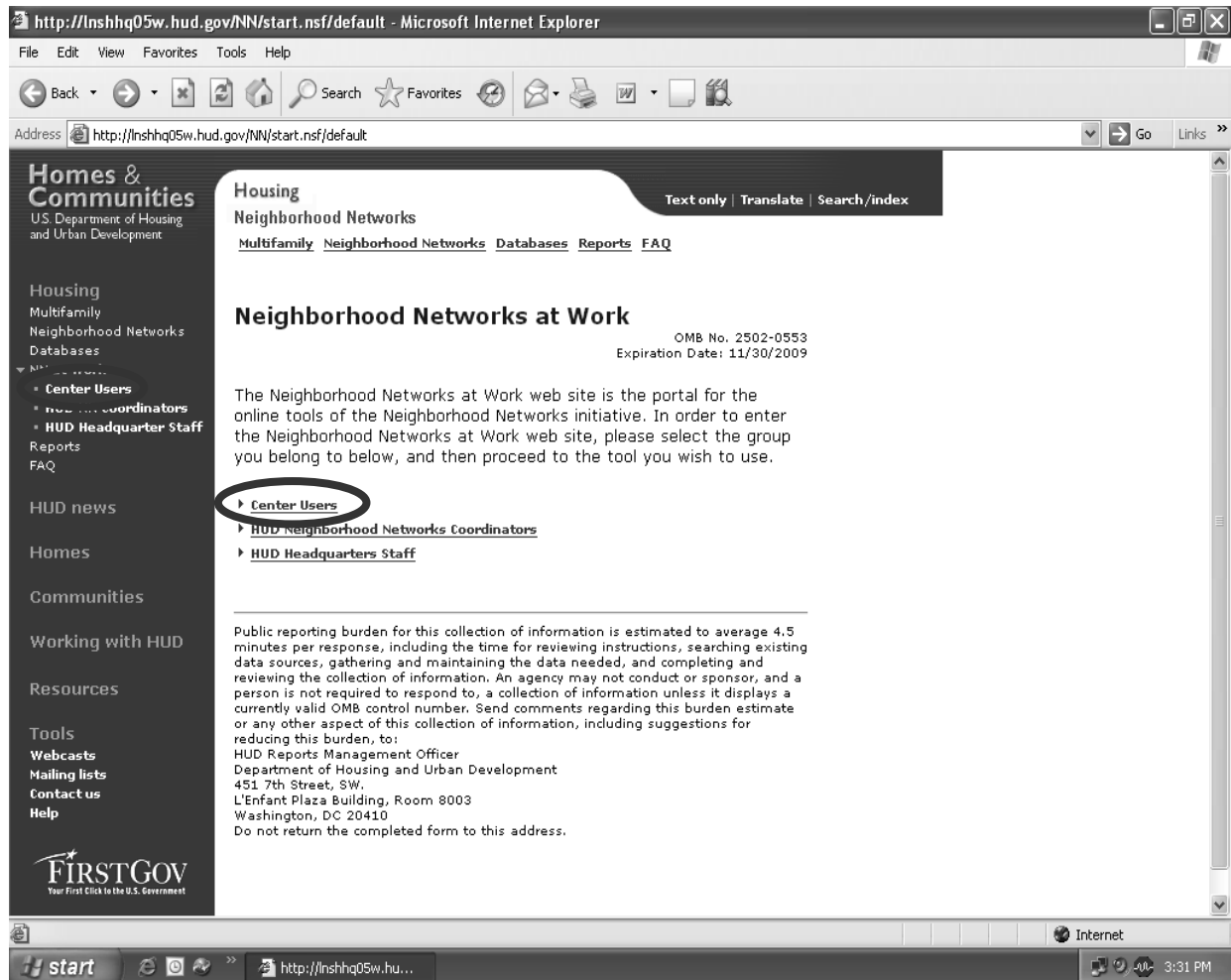
User Tip: If needed, this page also contains a link to a definition of the term “fiscal year.”

The screenshot shows a web browser window titled "Center login - Microsoft Internet Explorer". The address bar shows the URL: <http://inshhq05w.hud.gov/NN/start.nsf/centerself/OpenForm&request=new>. The page content includes a navigation menu on the left for "Homes & Communities" and "Neighborhood Networks". The main content area is titled "Neighborhood Networks at Work Center Login Creation" and contains the following form fields:

- State: Alabama (dropdown menu)
- Center Name: Highland Village Adult Education Center (dropdown menu)
- Contact E-mail: [text input field]
- Create User Name: [text input field]
- Create Password: [text input field]
- Retype Password: [text input field]
- Choose Beginning Fiscal Year: [dropdown menu]

A "submit >>" button is circled in red. Below the form, there is a public reporting burden notice and contact information for HUD Reports Management Officer.

From this point forward, center users can login to their START business plan site by returning to the Neighborhood Networks at Work page and clicking on **Center Users** on either the left navigation bar or the center of the page.



Logging Into START

To log into START, return to the Neighborhood Networks at Work Center Login page, find the state and center name using the drop-down menus, and then enter the user name and password. Click **submit** to view the center's Welcome to the Neighborhood Networks at Work Center Tool Site page.

Center login - Microsoft Internet Explorer

File Edit View Favorites Tools Help

Address <http://lnshhq05w.hud.gov/NN/start.nsf/centerse?OpenForm&request=edit>

Homes & Communities
U.S. Department of Housing and Urban Development

Housing
Multifamily
Neighborhood Networks
Databases
NN at Work
Center Users
HUD NN Coordinators
HUD Headquarter Staff
Reports
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Resources
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Contact us
Help

FIRST GOV
Your First Click to the U.S. Government

Housing
Neighborhood Networks
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Multifamily Neighborhood Networks Databases Reports FAQ

Neighborhood Networks at Work Center Login

OMB No. 2502-0553
Expiration Date: 11/30/2009

If you have a login ID and password for NN at Work, or if you have a previously assigned START login and password, please login here.

State: Alaska
Center Name: Executive Estates Neighborhood Networks Community Center
Enter User Name:
Enter Password:

submit >>

If your center has a center profile but does not have a NN at Work login account, you may [request a login account](#) here (Your center needs to have a center profile first).

If your center does not have center profile, you may [create a new center profile](#) here.

Forgot your password? If so, please enter your contact e-mail. The login information will be e-mailed to you.

submit >>

start Center login - Micro... Internet 11:08 AM

Welcome to the Neighborhood Networks at Work Center Tool Site

Click on **NN START Business Plan** in either the main page or the left navigation bar to begin entering or updating information in the Neighborhood Networks center's online business plan.

http://lnshhq05w.hud.gov/NN/start.nsf/fraCenterPortal?OpenForm&PageUniqueID=0BDBFBB301C4EB45852 - Microsoft Internet Explorer

File Edit View Favorites Tools Help

Address http://lnshhq05w.hud.gov/NN/start.nsf/fraCenterPortal?OpenForm&PageUniqueID=0BDBFBB301C4EB4585272720056A9D9&sessionId=LNSH-6XWLXL89.6742198825055 Go Links >>

NN at Work Center Tools Abe Cramer

Homes & Communities
U.S. Department of Housing and Urban Development

Event Tool
Event Data Entry
Event List
Activity Tool
Activity Data Entry
Activity List
Other Tools
Center Profile Update
Center Classification
Survey
Center Web Site
START Business Plan
Center User Management

Center Tool Home
Logout

Current User Information
User Name abecramer
User Role Center Administrator

Welcome to the Neighborhood Networks at Work Center Tool Site

Abe Cramer

By using the Neighborhood Networks at Work Center Tool Site, you can update information related to your center and access tools specifically designed for your management purposes.

The following Tools are available to you (descriptions of each tool are listed below):

- ▶ **NN Center Calendar of Events Tool**
[Event Date Entry](#)
[Event List](#)
- ▶ **NN Center Activity Update Tool**
[Activity Date Entry](#)
[Activity List](#)
- ▶ **NN Center Profile**
- ▶ **NN Classification**
- ▶ **NN Survey**
- ▶ **NN Center Web Site**
- ▶ **NN START Business Plan**
- ▶ **NN User Management**

NN Center Calendar of Events Tool -- Centers can use this tool to advertise any events that are occurring at their center. Events entered here will populate the Calendar of Events on the Neighborhood Networks Web page.

NN Center Activities Update Tool -- This tool allows centers to notify their HUD NN Coordinator of activities and ongoing events at their center. It functions as a weekly/monthly "report" to keep Coordinators informed.

NN Center Profile -- Centers may access their profile here and update contact information.

start http://lnshhq05w.hu... Internet 11:31 AM

Section 2: START Features

Navigation Bar

Once the center user logs into their START business plan, they can enter new information and/or update existing information. The navigation bar on the left side of the START screens walks the user through each of the START sections and subsections. By completing the required sections, the user creates both an electronic business plan and a printable business plan report.

Address <http://lnshhq05w.hud.gov/NN/start.nsf/bizplan?OpenForm&PageUniqueID=D30CFE0436B2F25485256F18006> - Microsoft Internet Explorer

File Edit View Favorites Tools Help

Back Forward Stop Home Search Favorites Print Mail Print Preview

Address <http://lnshhq05w.hud.gov/NN/start.nsf/bizplan?OpenForm&PageUniqueID=D30CFE0436B2F25485256F18006D92ED&sessionid=LNSH-6YSRRU87.139696345464315154&C> Go Links

Gold Star Community Learning Center--test only FY: 2006 - 2008

Homes & Community Development Center Profile
US Department of Housing and Urban Development

- Introduction to the START Tool
- Starting the START Process
- Budgeting and Fundraising
- Planning for Center Operations
- Organization and Management
- Program Planning
- Marketing and Outreach
- Business Plan Reports
- Assessment and Evaluation

Send E-mail Message

Help on Navigation

Expand All Collapse All Refresh

START Home

NN at Work Home

Logout

Current User Information
User Name gold
User Role Center Administrator

START
Strategic Tracking And Reporting Tool
Work Smart. Use START.

Welcome to the Neighborhood Networks Strategic Tracking And Reporting Tool

OMB No. 2502-0553
Expiration Date: 11/30/2009

Gold Star Community Learning Center--test only

In order to create a START Neighborhood Networks Business Plan, information is inputted into a database. Although it is possible to input all of the required information in one session to be able to create a complete START Business Plan, you may need more than one session. You can work through the data input process at your own pace. You may need to take some time, for example, to consult with other staff, undertake resident surveys, obtain demographic information, obtain cost estimates, or clarify the center's goals. Once you receive this information, it is suggested that you input the data as soon as possible.

Estimates can be used for demographic information entered into START for Neighborhood Networks centers that are in the planning stage and not yet operational. As Neighborhood Networks centers evolve and center needs change the START Business Plan can be updated. At this time more accurate demographic information can be entered into START. Once the START Business Plan is completed it should be updated every three years.

This is your private working document. No other HUD Neighborhood Networks Center can read or edit this information. Your local HUD Field Office Neighborhood Networks Coordinator cannot view your information until you transmit the START Business Plan to the local HUD Field Office. You are advised, however, that HUD Neighborhood Networks staff in Washington, D.C. has the ability to view your data at any time.

The information that you will input relates to the section listed on the left side of this page. When all sections have been completed, you will be ready to convert the data into a START Business Plan. Go to the "Business Plan Reports" section and click the "Preview Business Plan Report" link. This will prepare a preview Business Plan report. If you are satisfied with the "Preview" click on "Create a Business Plan Report", a Business Plan will be created and you will be able to click on the "Submit Report To HUD" link. A data validity check will be performed and let you know if any required information is missing. When you are ready, you can print a copy of your business plan report and submit it to your HUD Neighborhood Networks Coordinator.

Public reporting burden for this collection of information is estimated to average 4.5 minutes per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. An agency may not conduct or sponsor, and a person is not required to respond to, a collection of information unless it displays a currently valid OMB control number. Send comments regarding this burden

Done Internet

start <http://lnshhq05w.hu...> 3:16 PM

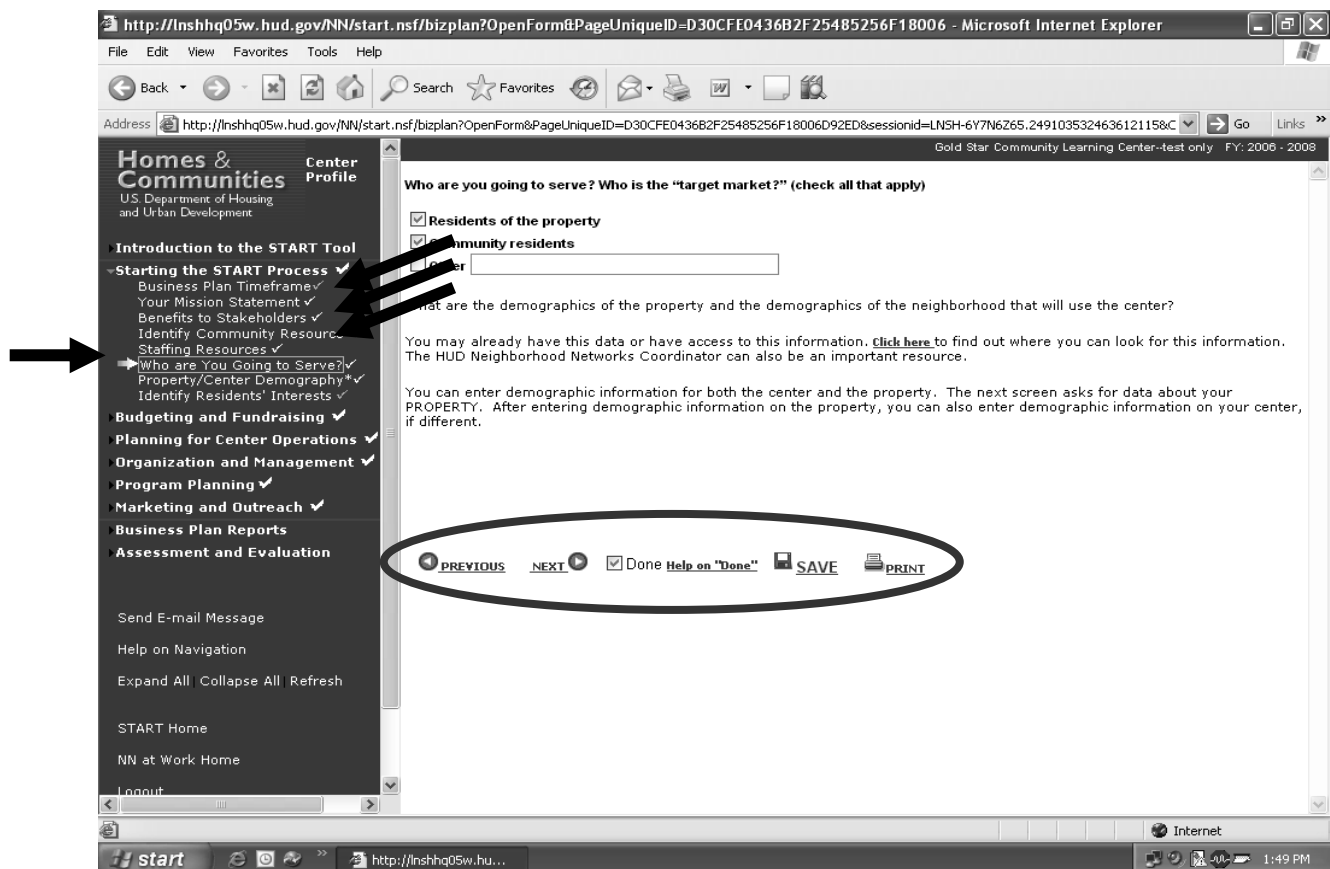
Navigating through START

The **Previous** and **Next** arrows allow the center user to move to the previous and next screens, respectively. Any screen may be printed by clicking **Print**.

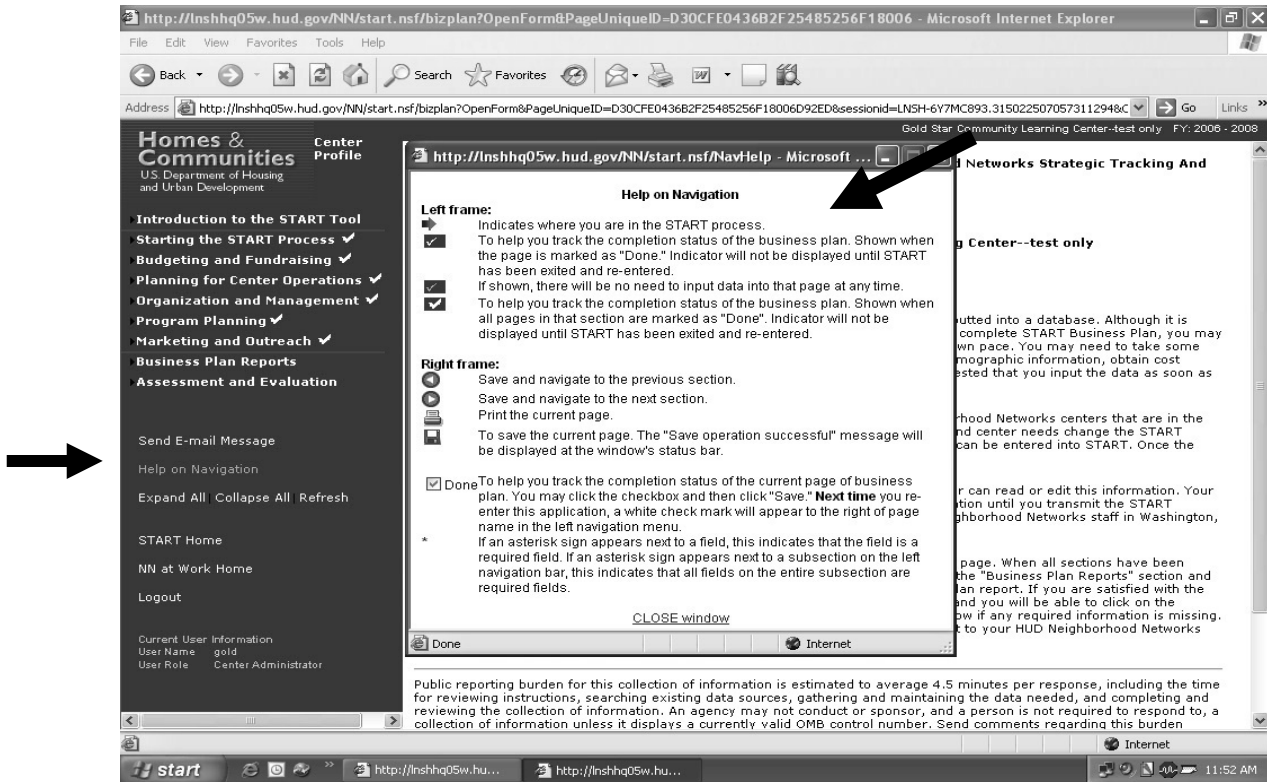
The arrow on the left-hand side of the navigation bar points to where the user is currently located in the START process. The user keeps track of the START section they are currently completing by selecting the **Done** checkbox and clicking **SAVE** at the bottom right-hand corner after completing each START screen. By doing so, completed START sections are recorded in the navigation bar with a white check mark.

When returning to the START plan at a later time, users can identify where they left off in the START process by locating the white check marks on the navigation bar next to the completed START sections. Yellow check marks denote START sections that are not required for completion of the business plan.

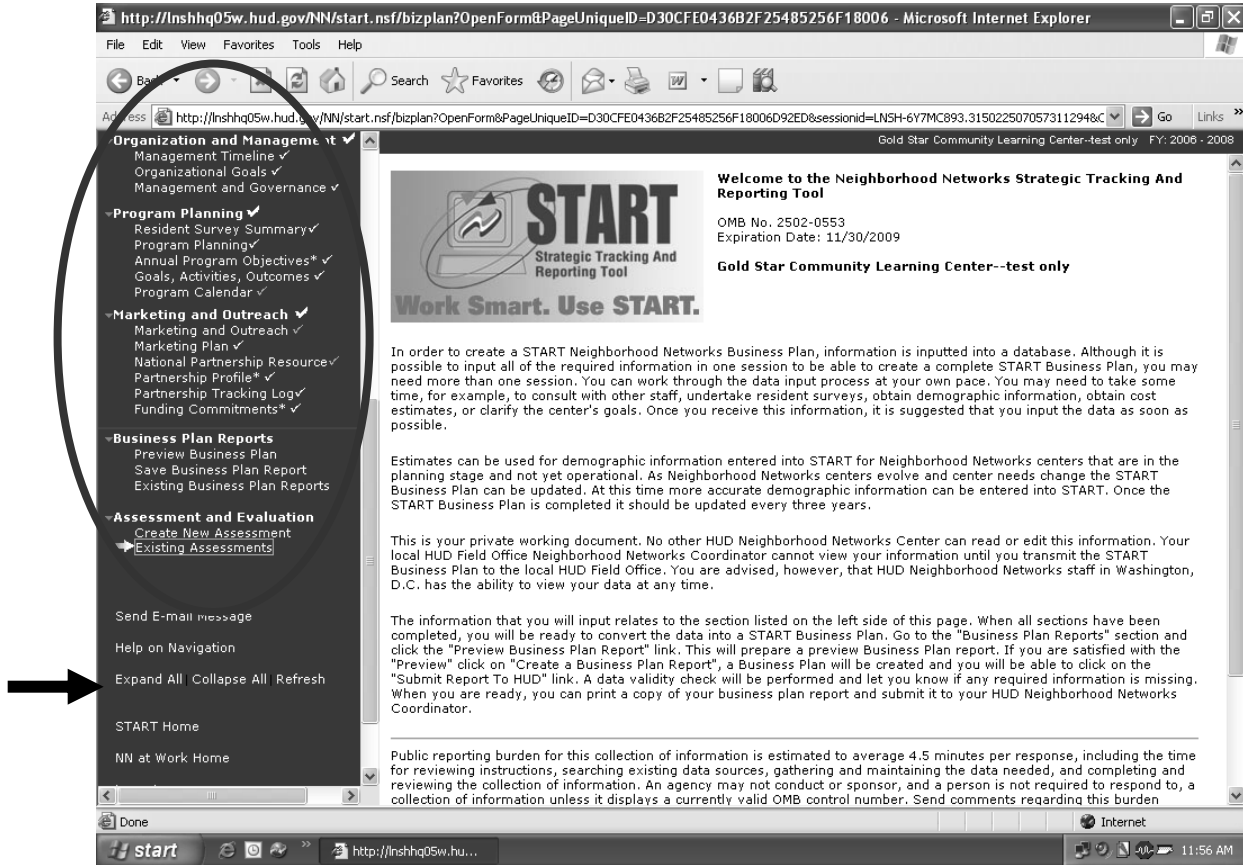
User Tip: Always click **SAVE** before moving to the next screen.



Click **Help on Navigation** in the navigation bar to access a pop-up box that shows all of the useful icons and tools associated with navigating START.

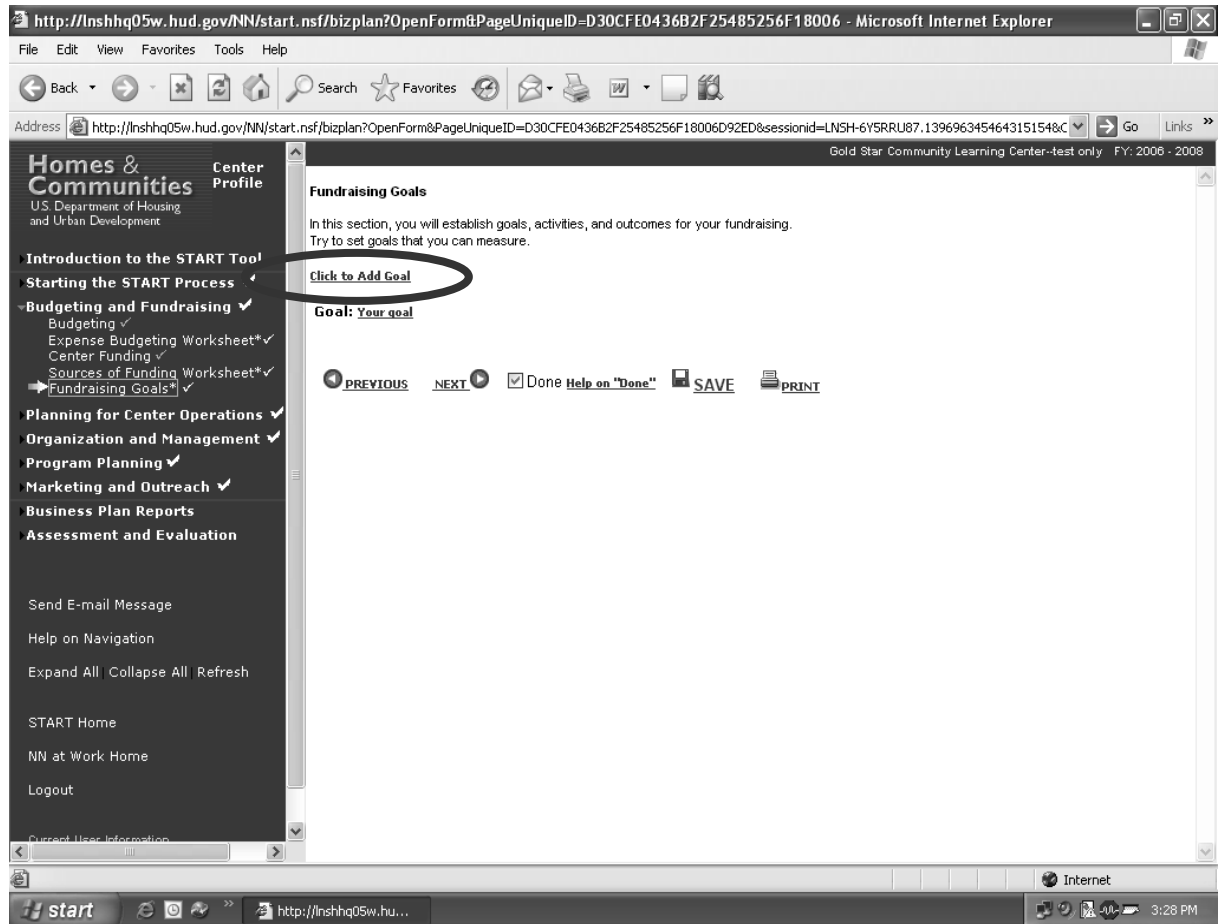


Click **Expand All/Collapse All/Refresh** in the navigation bar to expand or collapse the navigation bar or refresh the screen after inputting or saving information.



START Pop-Up Boxes

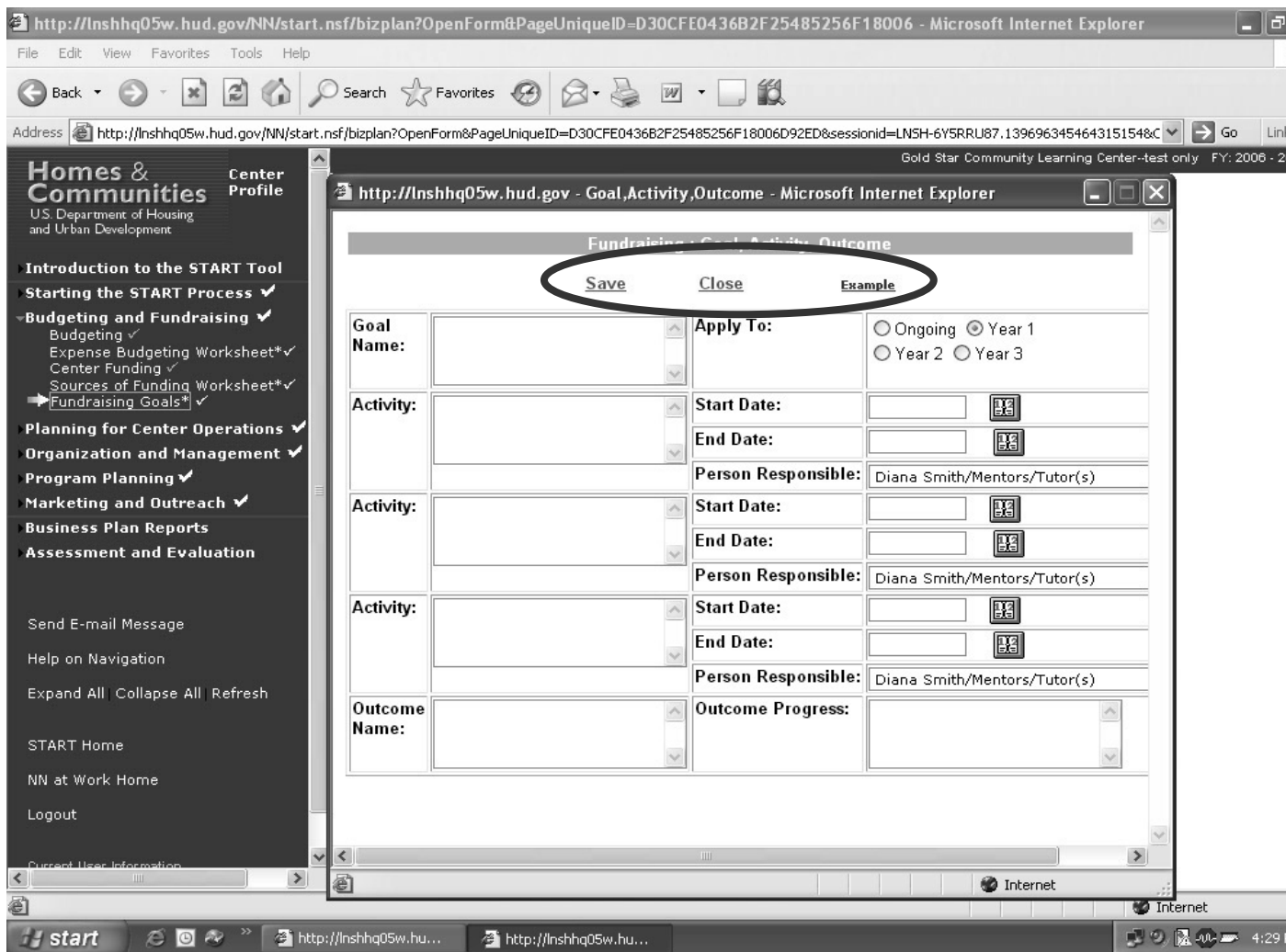
Throughout START, center users are asked to enter information by clicking on links that lead to pop-up boxes. For example, on this Fundraising Goals screen, users are asked to click on a link at the top left of the screen, **Click to Add Goal**, to add fundraising goals, activities and outcomes.



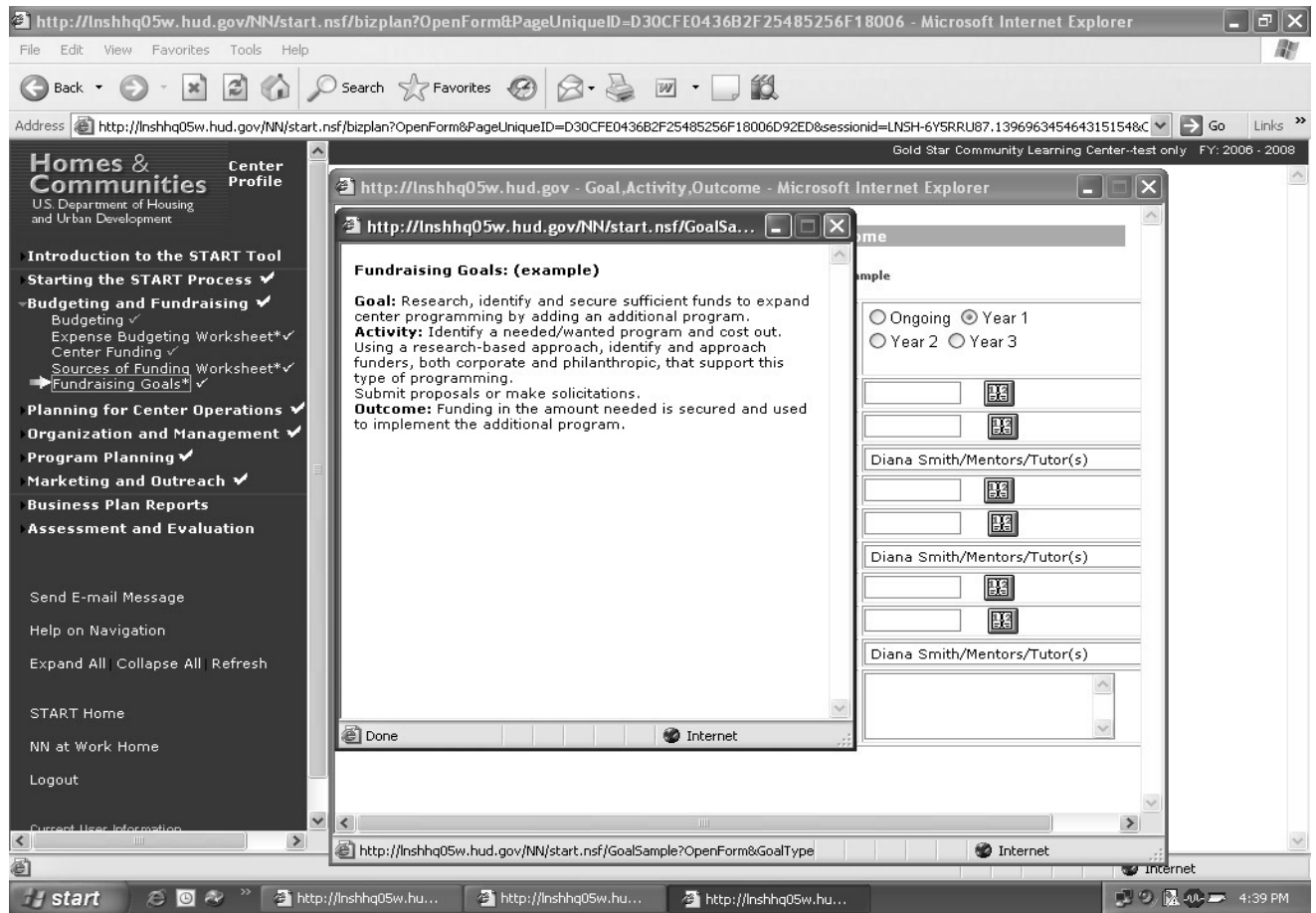
To enter new information and/or edit pre-existing information in the subsequent pop-up box, click on the link associated with the information, enter or update the data, and click **Save** and then **Close** to save the new information and close the box.

Throughout START, the center user also has the option to click on links that provide additional information designed to help complete a START plan. For instance, by clicking on **Example** at the top of this box, the user sees another pop-up box that provides definitions of the terms *goals*, *activities*, and *outcomes*. An example of an informational pop-up box is provided on the following page.

User Tip: Adjust Internet Explorer to allow for pop-up boxes while working with START.



Here is an example of a pop-up box that has been accessed by clicking an informational link. This resource helps with the completion of the START business plan.



Saving and Submitting a Business Plan

After all required sections of the START business plan are completed by entering the data collected in the START Workbook, click the **save a business plan report** link on the Funding Commitments page to create and save a business plan report. The START business plan report can also be previewed by clicking the **preview business plan report** link.

Address: <http://lnshhq05w.hud.gov/NN/start.nsf/bizplan?OpenForm&PageUniqueID=D30CFE0436B2F25485256F18006> - Microsoft Internet Explorer

Gold Star Community Learning Center--test only FY: 2006 - 2008

Funding Commitments *

This is a place to track the resources and commitments for this partner. You will be reminded of these commitments when you build your budget later.

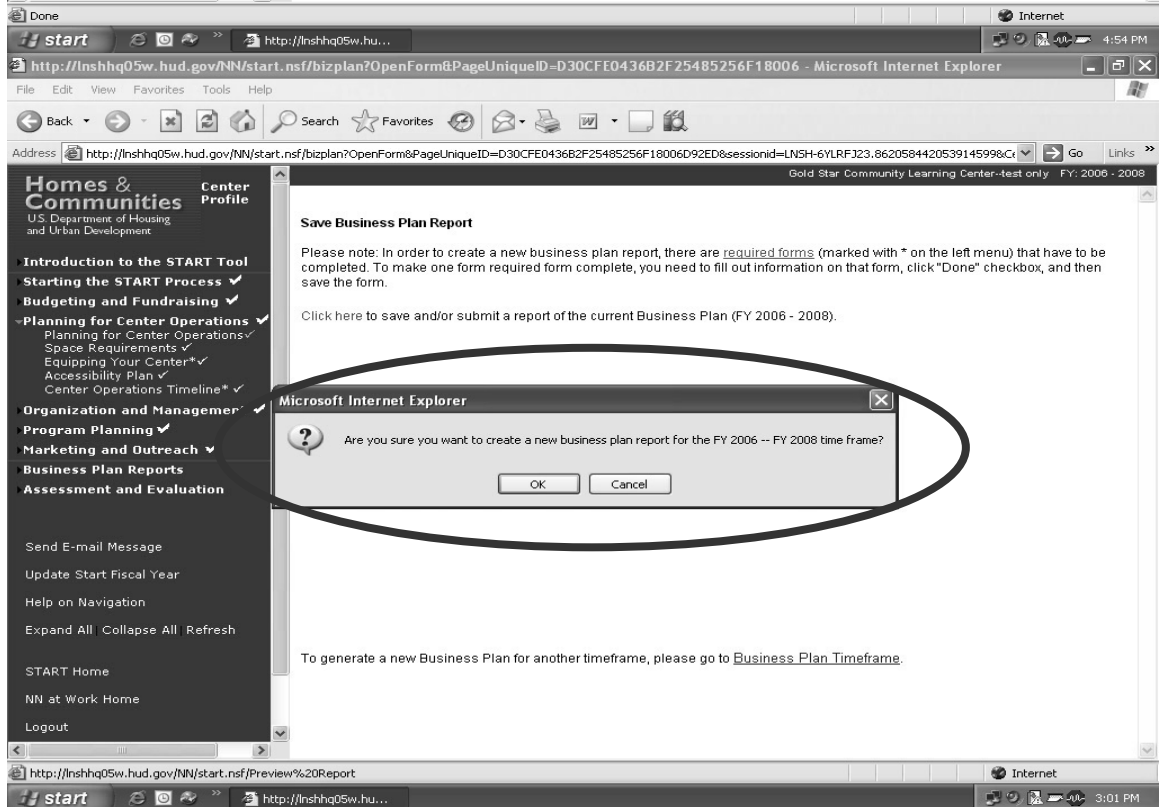
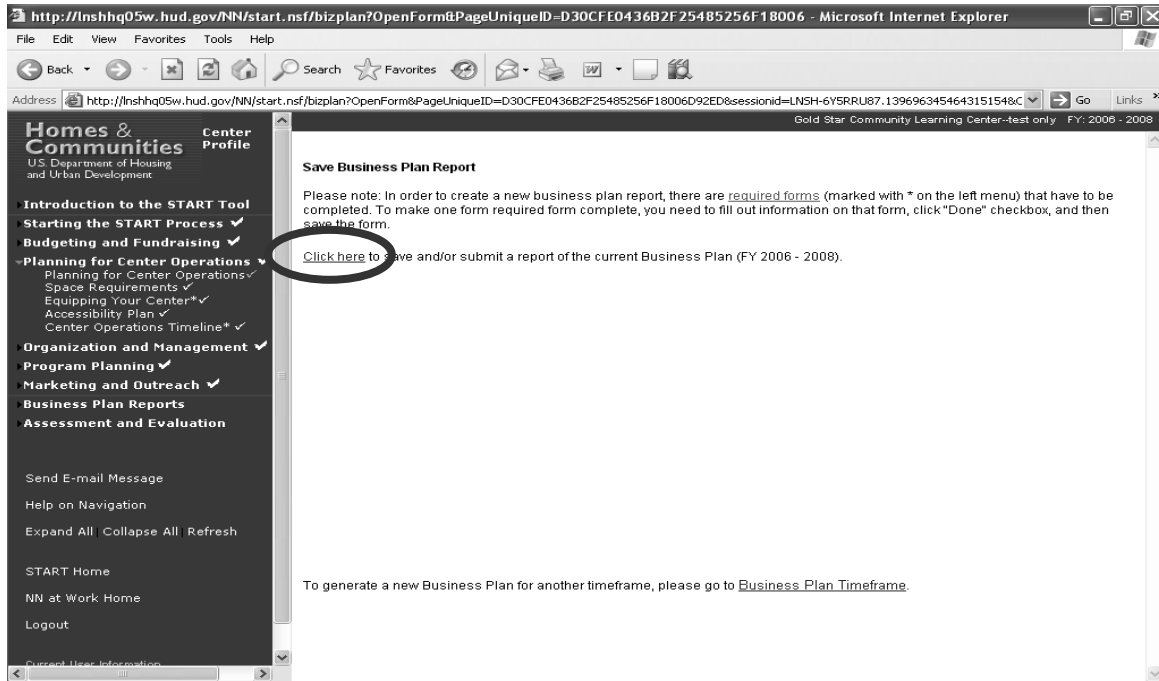
Select a partner to edit a Funding Commitment.

Name of Institution in Your Community	Resource(s)	In-kind value	Funds donated
Beys and Girls Club	Programs and other services	\$ 1	\$ 2,500
Catholic Charities	Programs and other services	\$ 5,000	\$ 0
City of New York Parks and Recreational Services	Programs and other services	\$ 0	\$ 0
Coke Cola	Jobs	\$ 0	\$ 0
Community Foundation	Funding	\$ 0	\$ 0
County Department of Social Service	Programs and other services	\$ 0	\$ 0
County Department of Temporary Assistance for Needy Families (TANF)	Programs and other services	\$ 0	\$ 0
County Health Department	Programs and other services	\$ 0	\$ 0
Faith Community Church	Programs and other services	\$ 0	\$ 0
Friendly Market	Jobs	\$ 0	\$ 0
Housing Foundation	Funding	\$ 0	\$ 100,000
Memorial Hospital	Programs and other services	\$ 0	\$ 0
My Company	Funding	\$ 0	\$ 0
New York School District	Programs and other services	\$ 0	\$ 0
Totals		\$5,001	\$102,500

Congratulations! You have completed your business plan. You may [preview business plan report](#) or [save a business plan report](#).

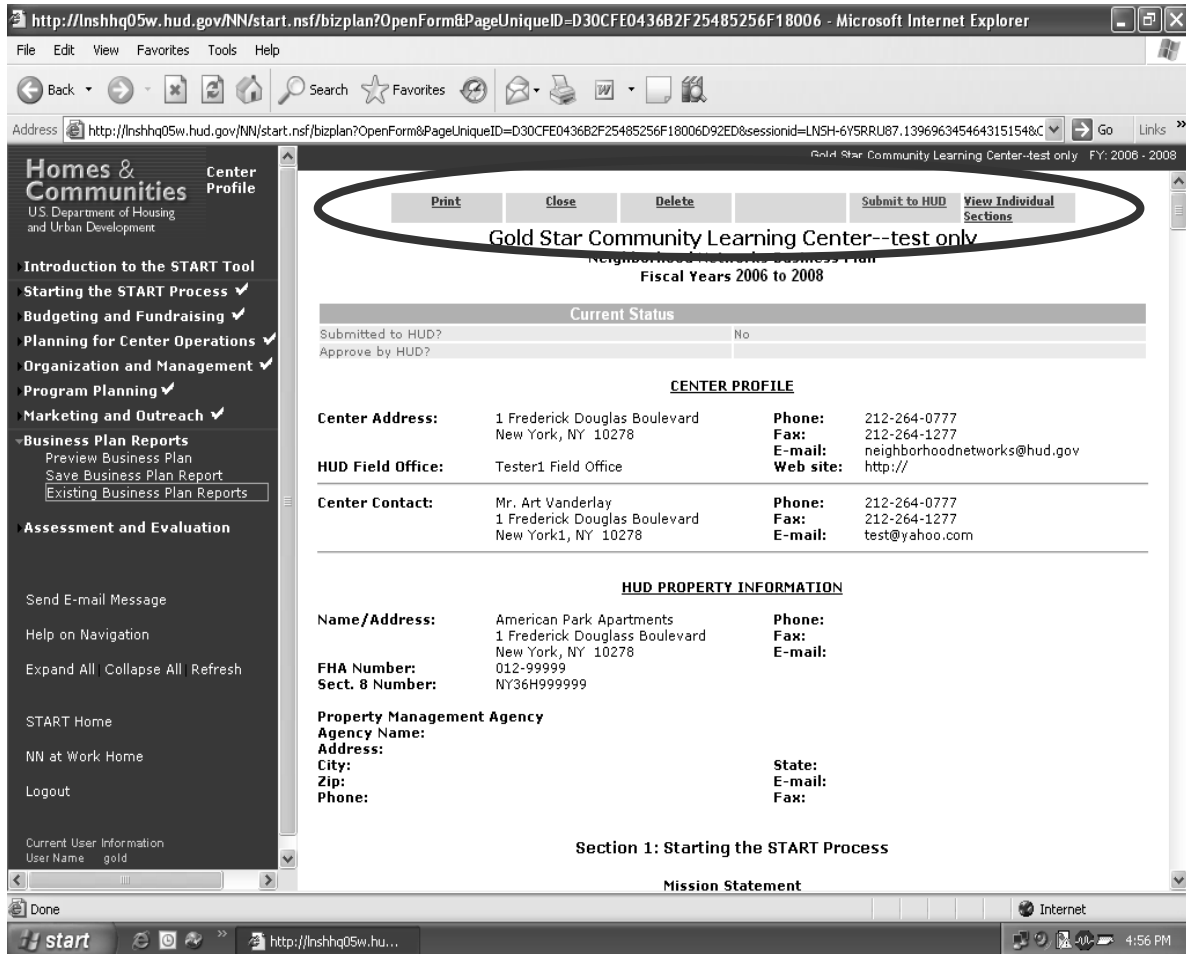
* Required form or field

By clicking the **save a business plan report** link from the Funding Commitments section of START, the center user is taken to the Save Business Plan Report screen. The **Click here** link saves the current START business plan report, and a pop-up box asks the user to verify that they wish to create a new START business plan report for the current fiscal time frame. By clicking **OK**, the START business plan report appears.



The center user clicks the **Submit to HUD** link at the top of the business plan report screen to send the START business plan to the HUD Neighborhood Networks Coordinator for approval. The user can also **Print** a copy of the START business plan report, **Close** the report, **View Individual Sections** of the report, or **Delete** the entire report by clicking on the respective links.

User Tip: A business plan report cannot be deleted once it has been submitted to HUD.



After submitting the START business plan to their HUD Neighborhood Networks Coordinator, click **Business Plan Reports** on the navigation bar and then **Existing Business Plan Reports** to view the status of the submitted START business plan.

Homes & Communities Center Profile
 U.S. Department of Housing and Urban Development

Existing Business Plan Report

Note: The most current business plan has not yet been submitted to the HUD coordinator for review. To do so, please open the business plan and click "Click here to submit to HUD" on the upper left corner of the business plan report.

Business Plan Timeframe	Creation Date	Plan Submitted?	Submission Date	HUD Review Date	HUD Approval Status
2006 - 2008	01/11/2007 12:21:32	No			
2005 - 2007	09/23/2004 17:38:32	Yes	09/23/2004 05:39:35 PM	09/23/2004 17:40:28	Approved
2005 - 2007	09/23/2004 16:25:54	Yes	09/23/2004 04:33:40 PM	09/24/2004 09:27:56	Conditionally Approved

Navigation menu items:
 Introduction to the START Tool
 Starting the START Process ✓
 Budgeting and Fundraising ✓
 Planning for Center Operations ✓
 Organization and Management ✓
 Program Planning ✓
 Marketing and Outreach ✓
Business Plan Reports
 Preview Business Plan
 Save Business Plan Report
Existing Business Plan Reports
 Assessment and Evaluation

Send E-mail Message
 Help on Navigation
 Expand All Collapse All Refresh

START Home
 NN at Work Home
 Logout

Current User Information
 User Name: gold

Assessment and Evaluation

Center staff are strongly encouraged to assess their Neighborhood Networks center annually based on previous business plan projections. To complete this assessment, click **Create New Assessment** under **Assessment and Evaluation** on the navigation bar. There is a list of links enabling the center user to create an assessment for different fiscal years. Users can only create an assessment for a fiscal year if there is an approved START business plan for that same year. Also, users can only create one assessment per fiscal year.

User Tip: A HUD-approved assessment advances the Neighborhood Networks center to Certified Classification status within the Neighborhood Networks Center Classification system.

The screenshot displays a web browser window with the URL <http://lnshhq05w.hud.gov/NN/start.nsf/bizplan?OpenForm&PageUniqueID=D30CFE0436B2F25485256F18006>. The page title is "Gold Star Community Learning Center-test only FY: 2006 - 2008". The main content area is titled "Create New Assessment" and contains the following text:

To create a new assessment for a particular fiscal year:

- There must be an existing **approved business plan** for that fiscal year.
- There cannot be an existing **assessment** for that fiscal year. Only one assessment is allowed per fiscal year.

The different fiscal years that are currently available for creating new assessments are listed below.

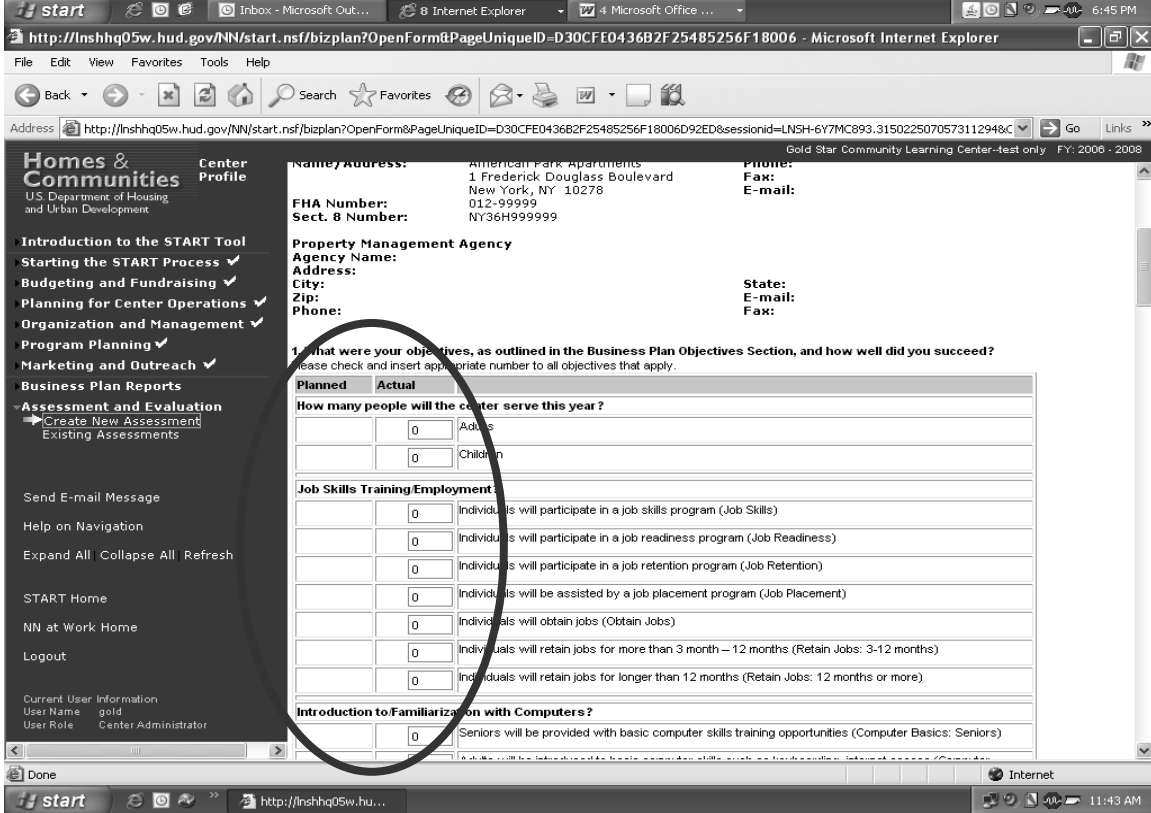
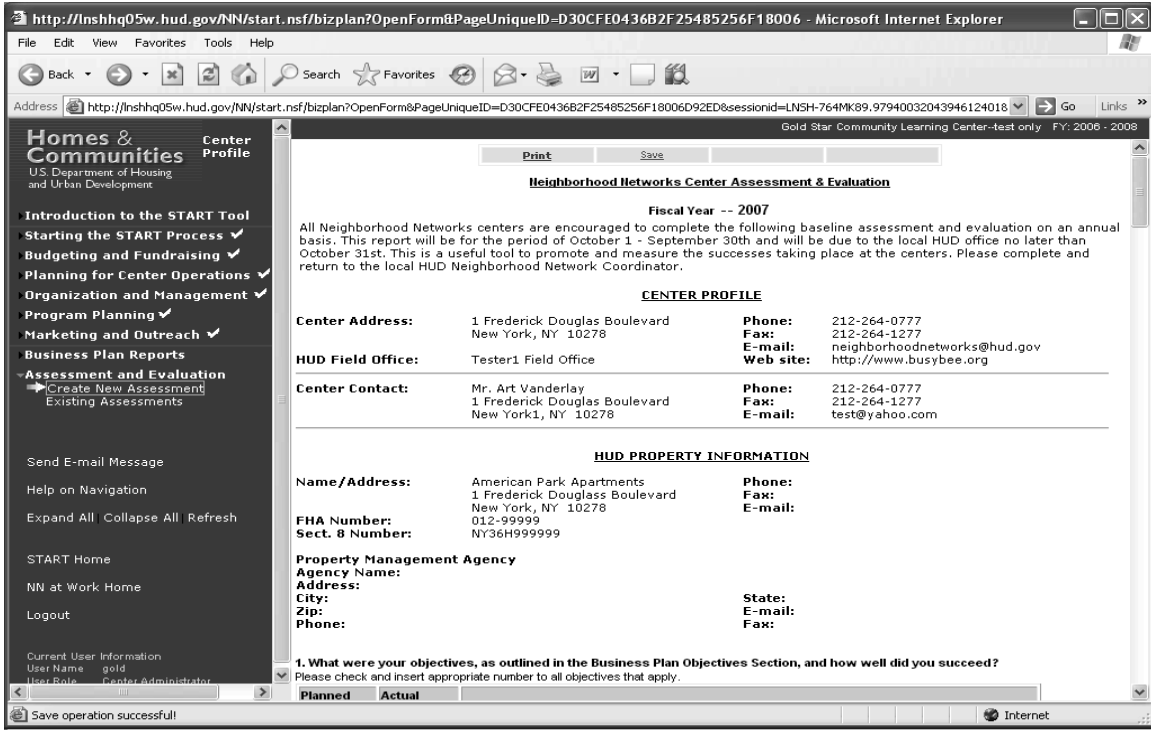
[Create new assessment for fiscal year 2007](#)

[Create new assessment for fiscal year 2006](#)

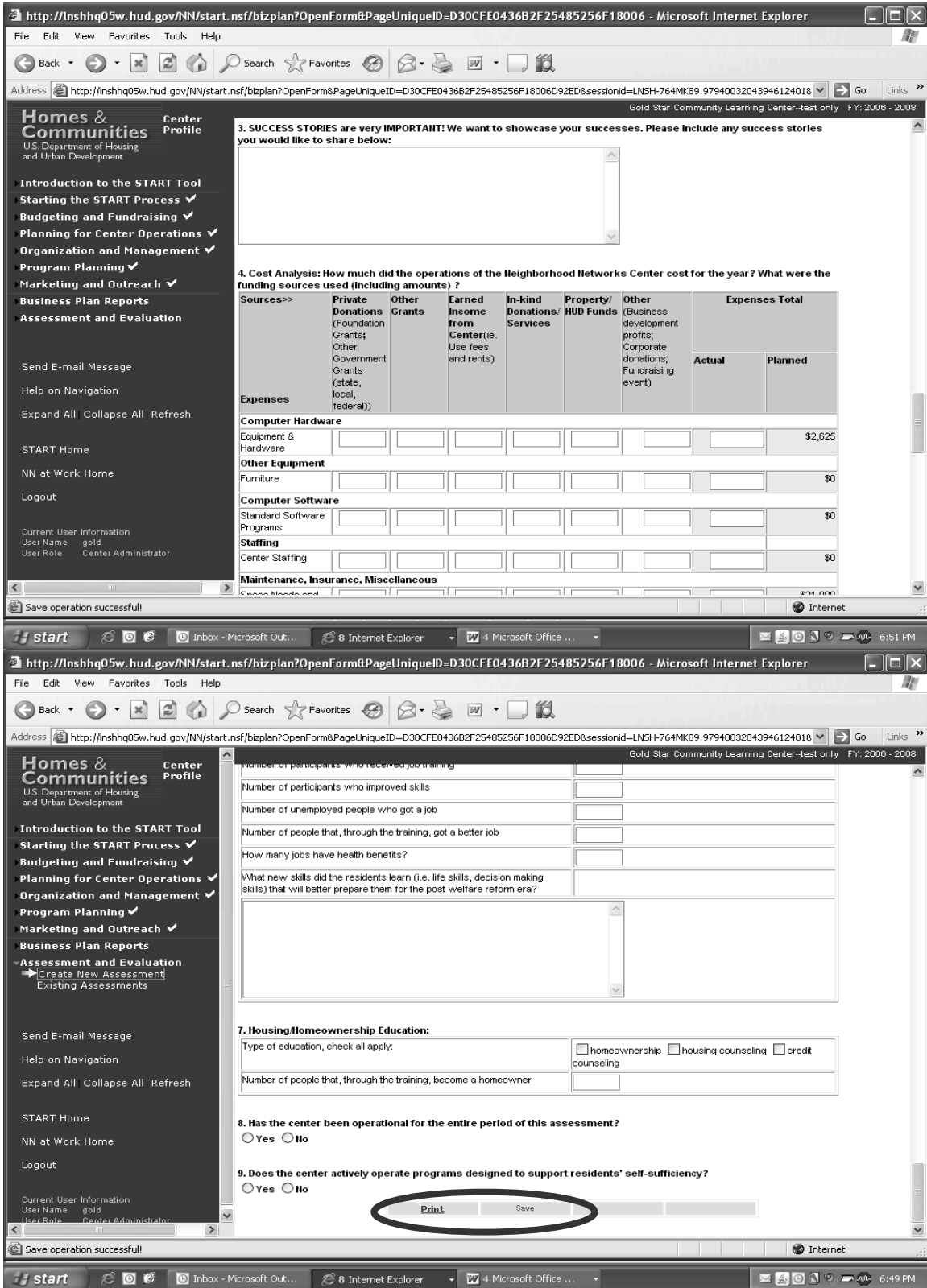
The navigation bar on the left includes the following items:

- Center Profile
- Introduction to the START Tool
- Starting the START Process ✓
- Budgeting and Fundraising ✓
- Planning for Center Operations ✓
- Organization and Management ✓
- Program Planning ✓
- Marketing and Outreach ✓
- Business Plan Reports
- Assessment and Evaluation**
- Existing Assessments
- Send E-mail Message
- Help on Navigation
- Expand All Collapse All Refresh
- START Home
- NN at Work Home
- Logout
- Current User Information
- User Name gold
- User Role Center Administrator

Enter the year's actual outcomes. START will use the information to automatically generate an assessment report that compares those outcomes with the year's previous business plan projections, enabling documentation of the Neighborhood Networks center's performance without having to manually refer back to the original plan.



To save the data entered into the assessment, click **Save** at either the top or bottom of the page. Users can also **Print** the assessment at any time.



Once assessment data is saved, the user receives additional options, including the ability to **Delete** the assessment or **Submit to HUD**. When the assessment is submitted, the HUD Coordinator receives automatic e-mail notification that an assessment is awaiting review.

The screenshot shows a web browser window with the URL <http://lnshhq05w.hud.gov/NN/start.nsf/bizplan?OpenForm&PageUniqueID=D30CFE0436B2F25485256F18006D92ED&sessionid=LNSH-764MK89,97940032043946124018>. The page title is "Neighborhood Networks Center Assessment and Evaluation". The "Delete" and "Submit to HUD" buttons are circled in red.

Homes & Communities
U.S. Department of Housing and Urban Development

Center Profile

Introduction to the START Tool

- Starting the START Process ✓
- Budgeting and Fundraising ✓
- Planning for Center Operations ✓
- Organization and Management ✓
- Program Planning ✓
- Marketing and Outreach ✓
- Business Plan Reports
- Assessment and Evaluation

Send E-mail Message
Help on Navigation
Expand All Collapse All Refresh

START Home
NN at Work Home
Logout

Current User Information
User Name gold
User Role Center Administrator

Print Save **Delete** **Submit to HUD**

Neighborhood Networks Center Assessment and Evaluation

Fiscal Year -- 2007

Current Status

Submitted?	No
Completion Status?	N/A

All Neighborhood Networks centers are encouraged to complete the following baseline assessment and evaluation on an annual basis. This report will be for the period of October 1 - September 30th and will be due to the local HUD office no later than October 31st. This is a useful tool to promote and measure the successes taking place at the centers. Please complete and return to the local HUD Neighborhood Network Coordinator.

CENTER PROFILE

Center Address:	1 Frederick Douglas Boulevard New York, NY 10278	Phone:	212-264-0777
HUD Field Office:	Tester1 Field Office	Fax:	212-264-1277
Center Contact:	Mr. Art Vanderlay 1 Frederick Douglas Boulevard New York1, NY 10278	E-mail:	neighborhoodnetworks@hud.gov
		Web site:	http://www.busybee.org

HUD PROPERTY INFORMATION

Name/Address:	American Park Apartments 1 Frederick Douglass Boulevard New York, NY 10278	Phone:	
FHA Number:	012-99999	Fax:	
Sect. 8 Number:	NY36H999999	E-mail:	

Property Management Agency

Agency Name:		State:	
Address:		E-mail:	
City:		Phone:	
Zip:		Fax:	

Save operation successful!

Windows taskbar: start, 8 Internet Explorer, 4 Microsoft Office, 6:50 PM

To view, edit, or print an existing assessment, click **Existing Assessments** under **Assessment and Evaluation** on the navigation bar. This generates a list of assessments on the View/Edit Existing Assessment screen, from which the user can choose a specific assessment to review.

The screenshot shows a web browser window displaying the START application. The address bar shows the URL: <http://lnshhq05w.hud.gov/NN/start.nsf/bizplan?OpenForm&PageUniqueID=D30CFE0436B2F25485256F18006D92ED&sessionid=LNSH-6Y7MC893.315022507057311294&...>

The navigation bar on the left includes the following items:

- Center Profile
- Introduction to the START Tool
- Starting the START Process ✓
- Budgeting and Fundraising ✓
- Planning for Center Operations ✓
- Organization and Management ✓
- Program Planning ✓
- Marketing and Outreach ✓
- Business Plan Reports
- Assessment and Evaluation
 - Create New Assessment
 - Existing Assessments
- Send E-mail Message
- Help on Navigation
- Expand All Collapse All Refresh
- START Home
- NN at Work Home
- Logout
- Current User Information
 - User Name gold
 - User Role Center Administrator

The main content area is titled "View/Edit Existing Assessment" and contains a table with the following data:

Fiscal Year	Submission Date	Submitted?	Submission Date	Completion Status	Review Date
2005	12/16/2005 13:45:18	Yes	01/10/2007 01:44:51 PM	Complete	01/10/2007 13:45:58

The "Submission Date" cell in the first row is circled in red. The "Existing Assessments" link in the navigation bar is highlighted with a black arrow.

Once an assessment is chosen, it can be printed by clicking on the **Print** link at the top of the page. Users can also edit the assessment by clicking **Edit Assessment** or return to the list of assessments by clicking **Back**. The status of the assessment, HUD Coordinator name, and review date are all provided at the top of the assessment page.

The screenshot shows a Microsoft Internet Explorer browser window displaying the HUD Neighborhood Networks Center Assessment & Evaluation page. The address bar shows the URL: <http://lnshhq05w.hud.gov/NN/start.nsf/bizrpt?OpenForm&sessionid=LNSH-745L7J97.174029144731811302&loginPageUniqueID=FB43A269380127C785256D0200714939>. The page title is "Neighborhood Networks Center Assessment & Evaluation" for the fiscal year 2006. The main content area features a table with the following details:

Current Status	
Submitted?	Y
Submission Date	04/19/2007 12:34:09 PM
Completion Status?	Complete
HUD Coordinator Name	Michael Morings
Review Date	06/08/2007 09:31:06 AM

Below the table, there is a paragraph of text: "All Neighborhood Network Centers are encouraged to complete the following baseline assessment and evaluation on an annual basis. This report will be for the period of October 1 - September 30th and will be due to the local HUD office no later than October 31st. This is a useful tool to promote and measure the successes taking place at the centers. Please complete and return to the local HUD Neighborhood Network Coordinator."

The page also includes two sections: "CENTER PROFILE" and "HUD PROPERTY INFORMATION".

CENTER PROFILE

Center Address:	1817 Butterfield Lane Wilson, NC 27893	Phone:	252-243-7703
		Fax:	252-243-7703
		E-mail:	geecorbett@earthlink.net
HUD Field Office:	Greensboro	Web site:	
Center Contact:	Mrs. Cora Barnes 1817 Butterfield Lane Wilson, NC 27893	Phone:	252-243-7703
		Fax:	252-243-7703
		E-mail:	geecorbett@earthlink.net

HUD PROPERTY INFORMATION

Name/Address:	Gee Corbett Village 1817 Butterfield Lane Wilson, NC 27893	Phone:	252-243-4403
FHA Number:	000	Fax:	
Sect. 8 Number:	000	E-mail:	

The left sidebar contains navigation links such as "HUD Coordinator Tools", "Aggregate Reports", "List Reports", "START Management", "Account Management", and "Tool Home Logout". The current user information is displayed as: User Name: Michael Morings, User Role: Primary Coordinator, Field Office: Greensboro.

START E-Mail

START can also be used to send e-mail messages to either a HUD Neighborhood Networks Coordinator or a START specialist by clicking **Send E-mail Message** on the navigation bar and then clicking the respective link. To send an e-mail to a different person, click either link, delete the e-mail address in the *To* field, and enter the desired e-mail address.

User Tip: If the user would like a response to their e-mail, it is a good idea to include the return e-mail address in the body of the e-mail and request that the e-mail recipient respond to that address. Since the e-mail is generated and delivered by the START system, automatic responses to that e-mail are routed to the START system unless the Coordinator or START specialist enters the user's specific e-mail address in the *To* field.

The screenshot displays a Microsoft Internet Explorer browser window with the URL <http://lnshhq05w.hud.gov/NN/start.nsf/bizplan?OpenForm&PageUniqueID=D30CFE0436B2F25485256F18006>. The page title is "Send E-mail Message". The main content area contains the following text: "You may send e-mail message to your center's dedicated coordinator or START specialist. Please make a selection from the following links." Below this text are two bullet points: "• Send E-mail to dedicated HUD coordinator" and "• Send E-mail to START specialist". A red circle highlights these two options. On the left side of the page, there is a navigation menu with the "Homes & Communities" logo and a "Center Profile" section. The menu items include: "Introduction to the START Tool", "Starting the START Process", "Budgeting and Fundraising", "Planning for Center Operations", "Organization and Management", "Program Planning", "Marketing and Outreach", "Business Plan Reports", and "Assessment and Evaluation". A black arrow points to the "Send E-mail Message" link in the menu. Below the menu, there is a "Help on Navigation" section with "Expand All", "Collapse All", and "Refresh" options. Further down, there is a "START Home" section with "NN at Work Home" and "Logout" links. At the bottom of the menu, there is a "Current User Information" section showing "User Name: gold" and "User Role: Center Administrator". A second browser window is overlaid on top of the main page, titled "http://lnshhq05w.hud.gov - Sending Email Message - Microsoft Internet Explorer". This window shows a form for sending an email. The form has a title "Send Email to - HUD Coordinator (Tester1 Tester1)". The fields are: "To: Mfiery@neighborhoodnetworks.org", "Cc: [empty]", "Subject: Message to HUD coordinator", and "Content: [empty]". The taskbar at the bottom shows the "start" logo and the system clock at 12:10 PM.

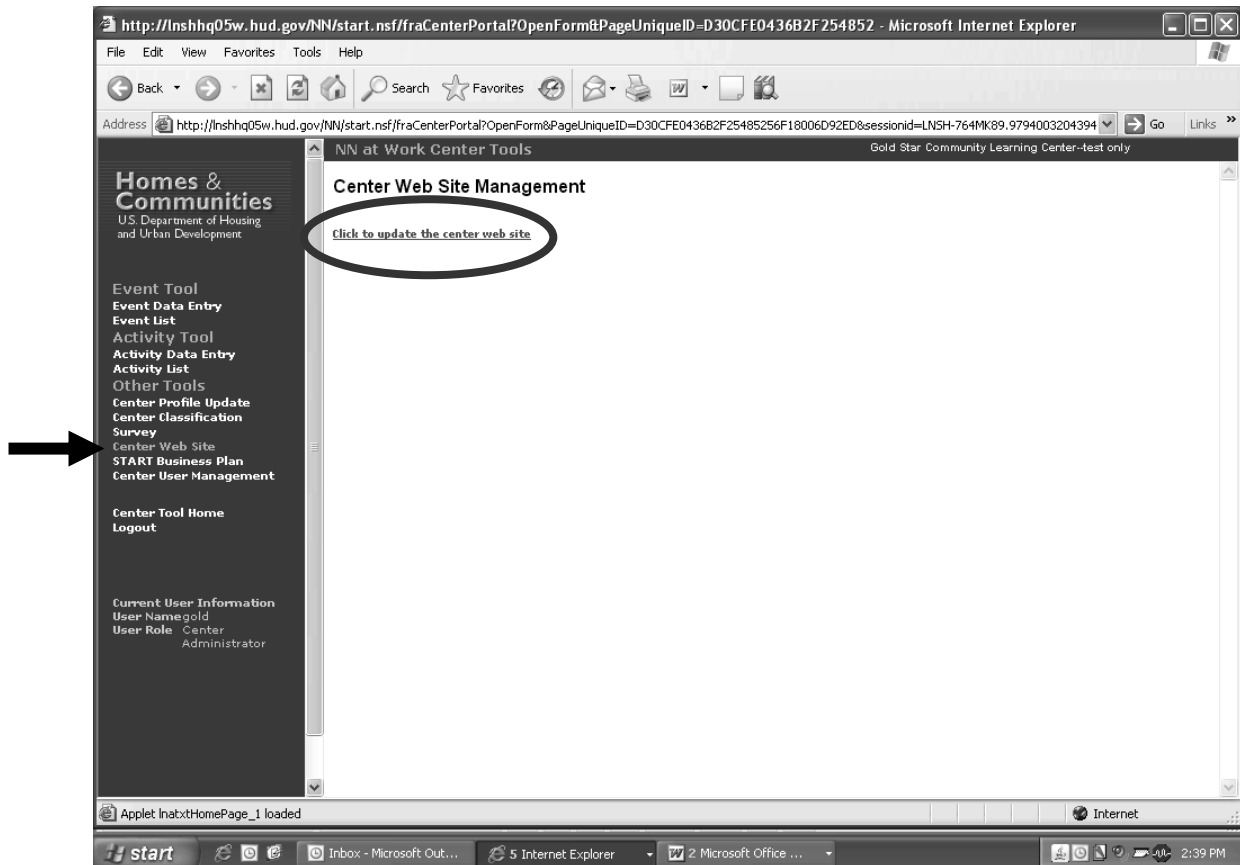
Section 3: START Tools

Center Web Site Creation and Management Tool

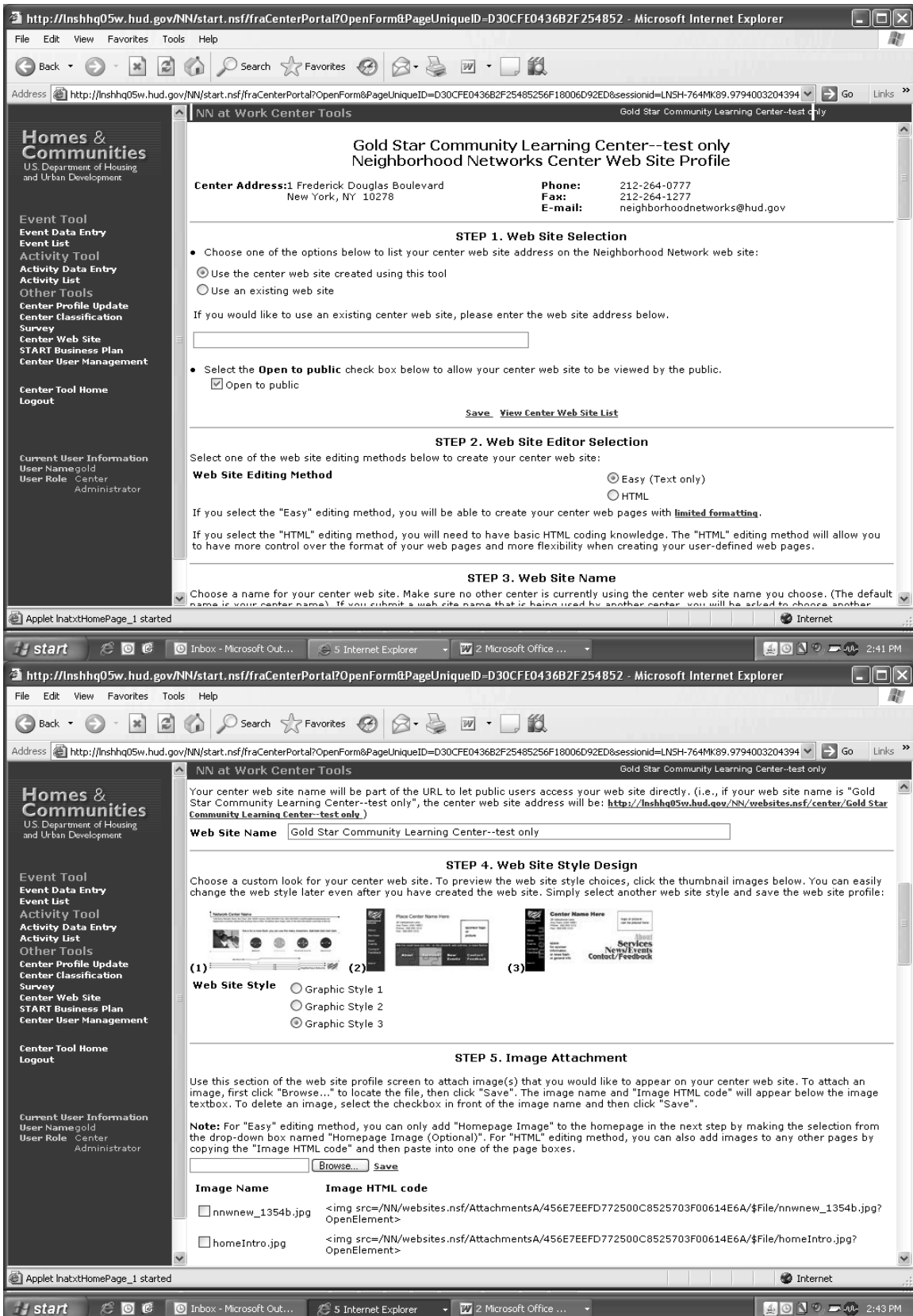
START offers several tools to facilitate Neighborhood Networks center operations. Creating and maintaining a Web site for a Neighborhood Networks center is key for marketing and outreach to residents and community stakeholders.

To create a Web site via START, click the **Center Web Site** link in the navigation bar under Other Tools to access the Center Web Site Management page. Then click the **Click to update the center web site** link to access the Web site creation tools.

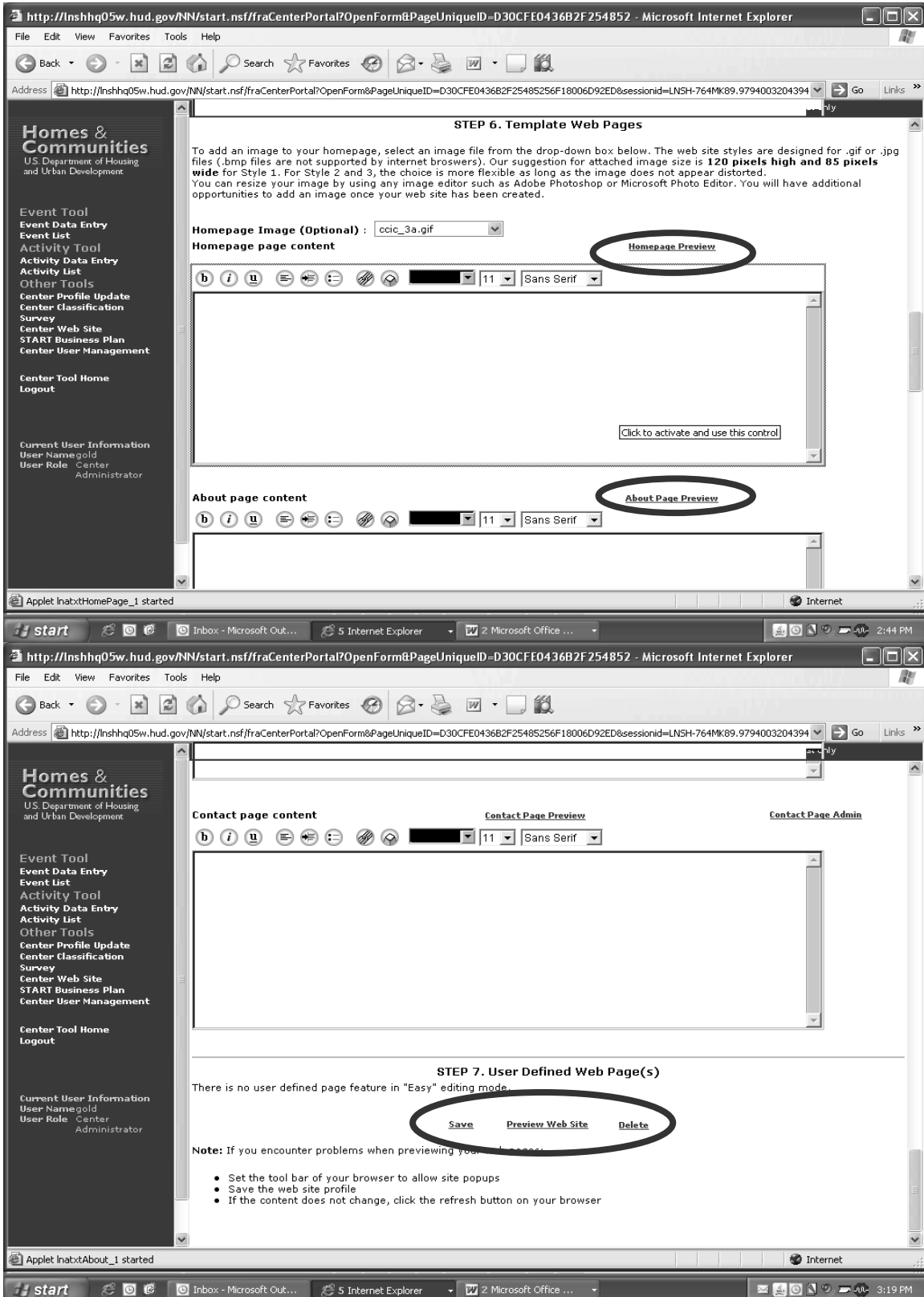
User Tip: If a center already has a Web site, center users can utilize the Web Site tool to link the existing Web site to the listing of center Web sites on the Neighborhood Networks Web site.



The Web site tools offer a step-by-step process for creating and/or maintaining a Neighborhood Networks center Web site.



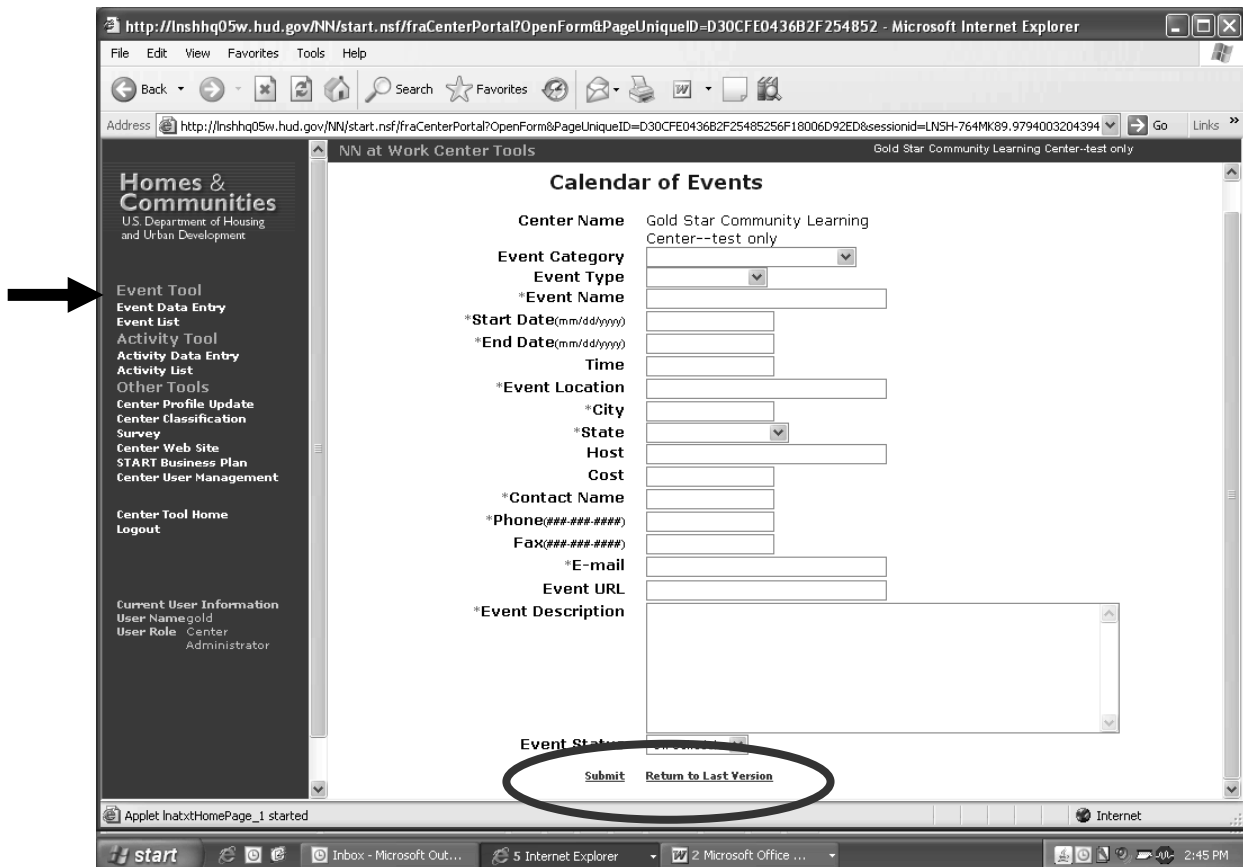
After utilizing the tools to create a center Web site, click **Preview Web Site** at the bottom of the page to view the entire Web site. Individual Web pages can be previewed as well by clicking their respective links. Users can also **Save** or **Delete** their work at any time.



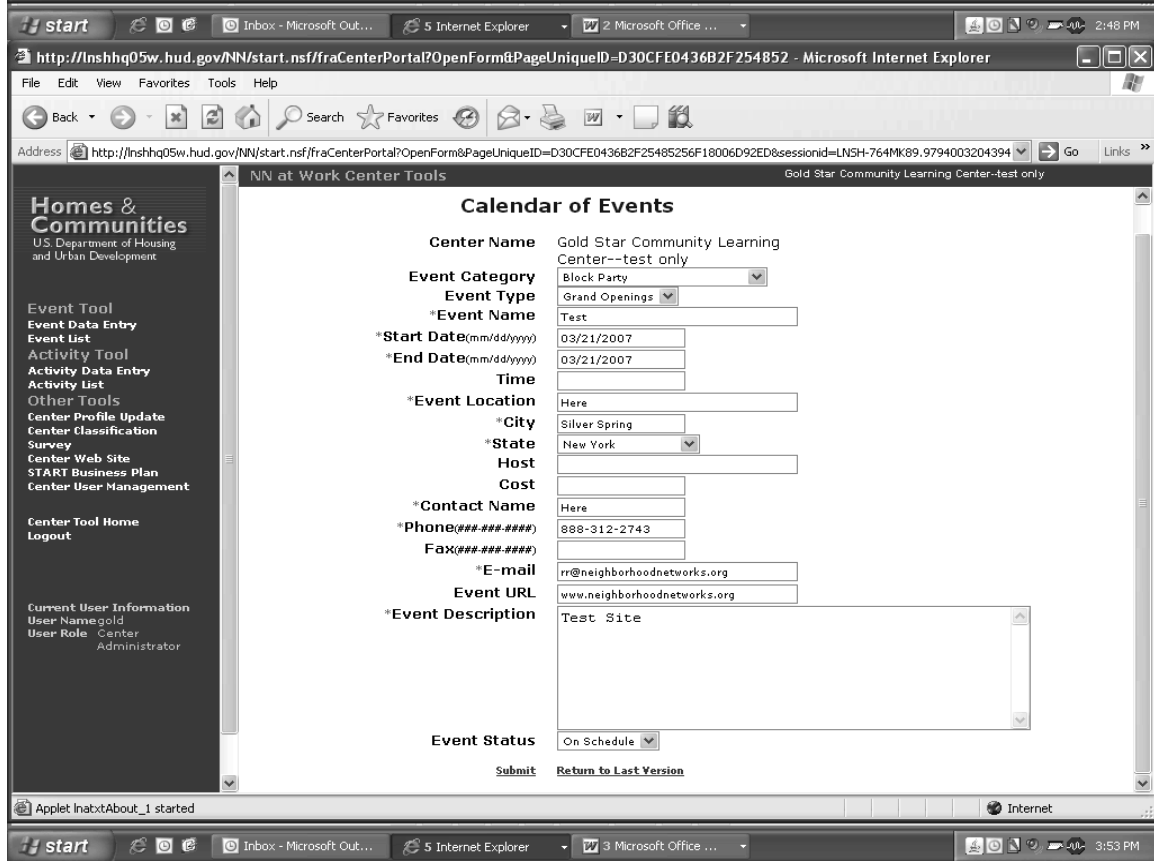
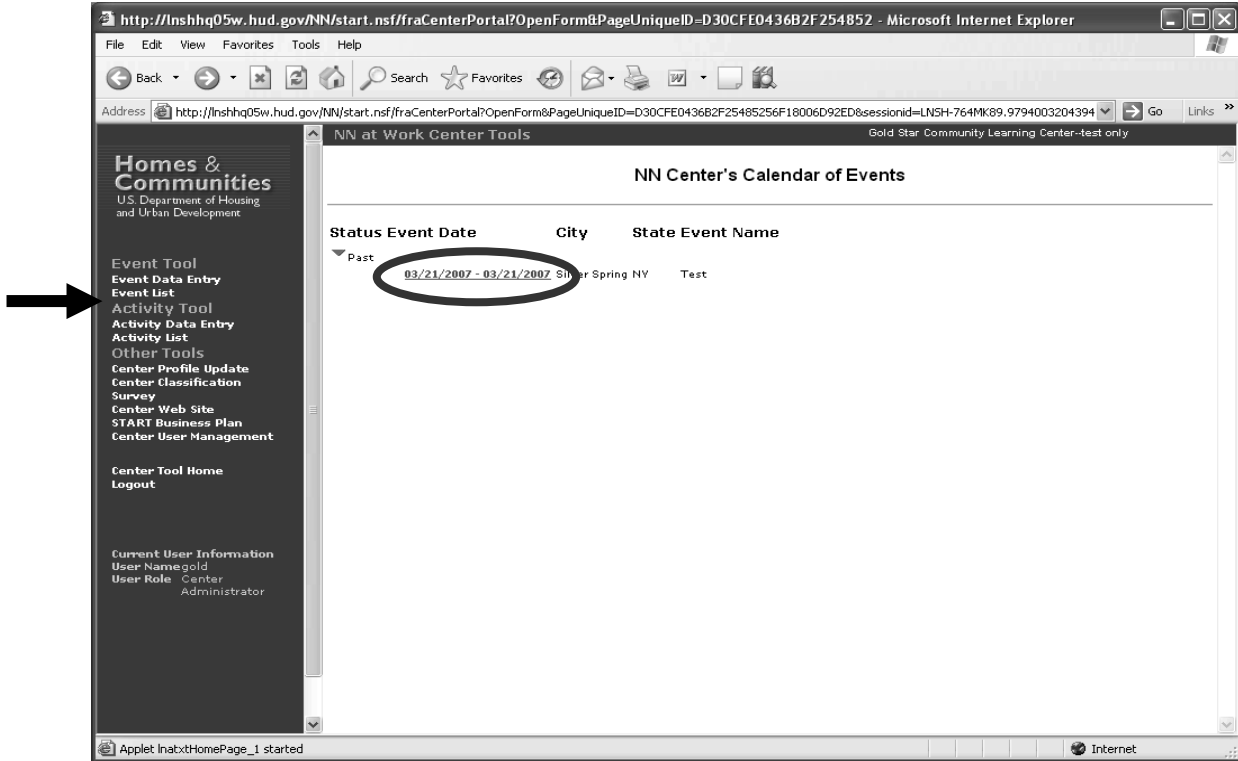
Center Calendar of Events Tool

Center staff can use this tool to advertise events that are occurring at their centers. Events entered here populate the national Calendar of Events on the Neighborhood Networks Web site. Click **Event Data Entry** under Event Tool in the navigation bar to access the Calendar of Events data entry page. Enter the requested information and click **Submit** to add the event to the Calendar of Events.

User Tip: Fields marked with a red asterisk are required and must be completed prior to submitting the event.



For a list of all events, click **Event List** under Event Tool in the navigation bar. For information on a specific event, click on the event's date.

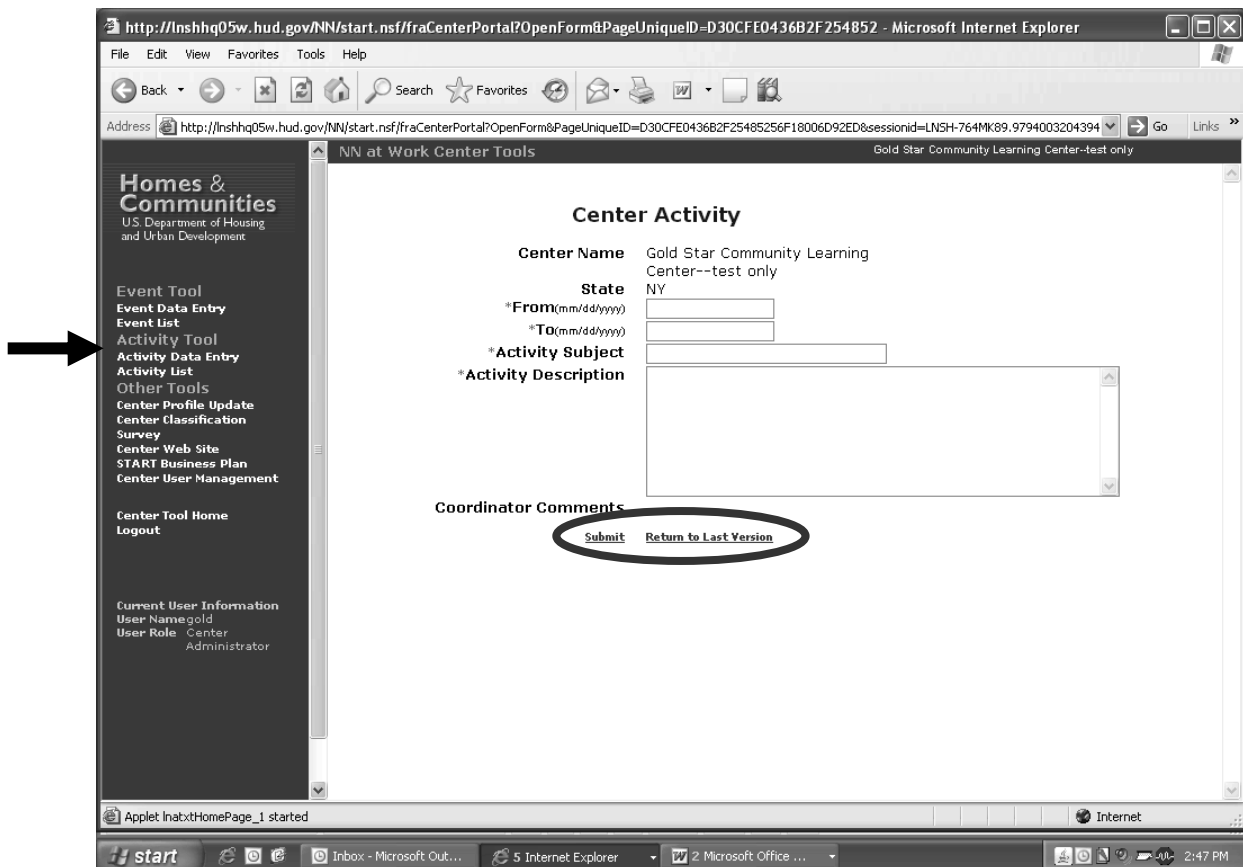


Center Activity Update Tool

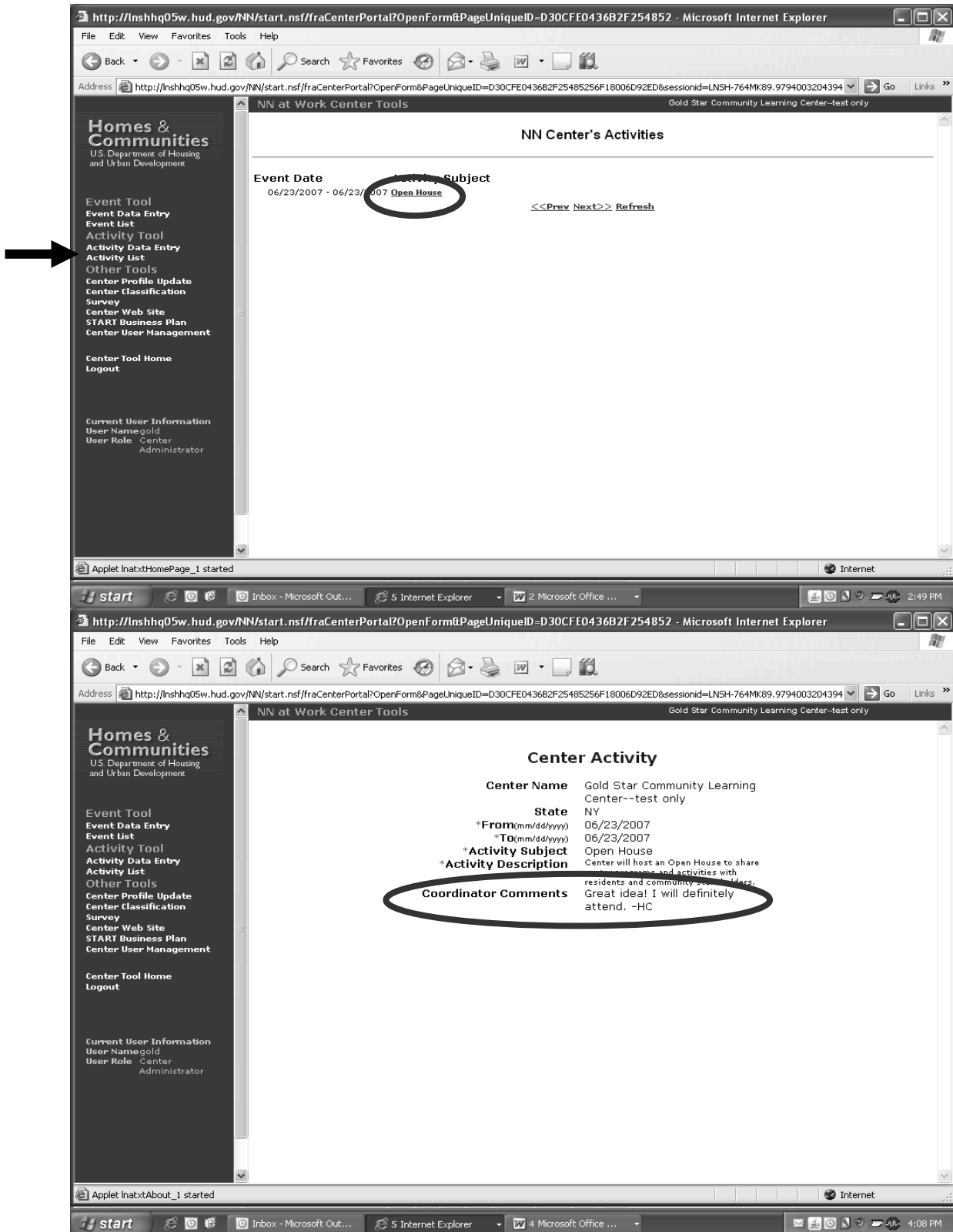
This tool facilitates communication between Neighborhood Networks center staff and HUD Neighborhood Networks Coordinators regarding ongoing activities hosted at the centers. It may be used as a weekly or monthly "report" that can be submitted to HUD Neighborhood Networks Coordinators, who may then make comments, offer congratulations, and/or ask questions regarding the activities. The Coordinator responses are viewable by the centers that utilize the tool.

To report a center activity, click **Activity Data Entry** under Activity Tool in the navigation bar. Enter the requested information and click **Submit** to add the activity to the Activity List.

User Tip: Fields marked with a red asterisk are required and must be completed prior to submitting the activity.



For a list of all activities, click **Activity List** under Activity Tool in the navigation bar. For information on a specific activity and to review HUD Coordinator comments, click on the activity subject.



Changing/Adding User ID and Password

A new center administrator, editor, or viewer may be added, or an existing user ID or password edited, through the center's Welcome to the Neighborhood Networks at Work Center Tool Site page by clicking on the **Center User Management** link in the navigation bar. This navigates the center administrator to the Center User Management page where they can add or edit center user information.

To add a new START user, click on the **Click to add new center user** link. To edit or view an existing START user, click on the user name from the list provided.

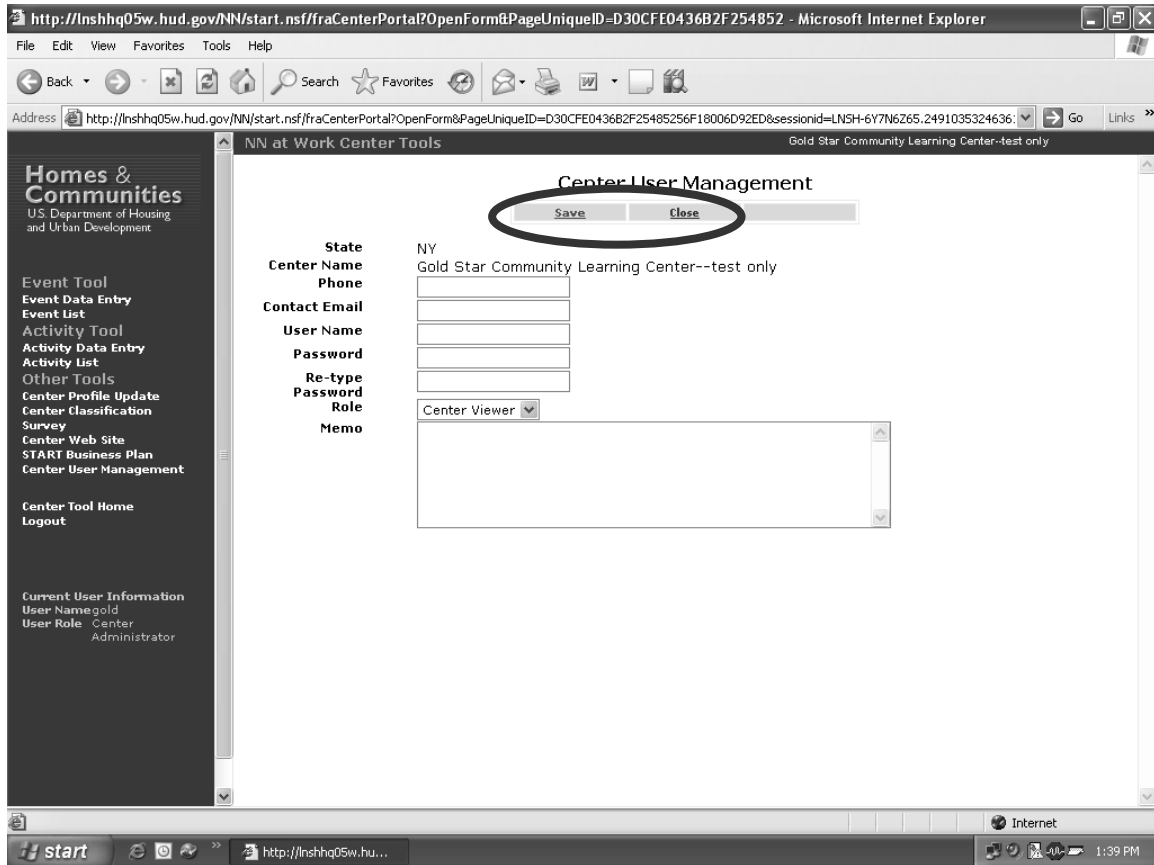
User Tip: There are three roles that can be assigned to START users. A *center administrator* creates the site and can make any necessary additions or edits. Only a center administrator is allowed to add/update user ID and password information for the Neighborhood Networks center. A *center editor* can edit or add information. A *center viewer* can view the business plan but cannot edit it.

The screenshot shows a web browser window displaying the 'Center User Management' page. The browser's address bar shows the URL: `http://lnshhq05w.hud.gov/NN/start.nsf/fraCenterPortal?OpenForm&PageUniqueID=D30CFE0436B2F254852`. The page title is 'Center User Management'. The navigation bar on the left includes links such as 'Event Tool', 'Activity Tool', and 'Center User Management'. The main content area features a link 'Click to add new center user' circled in red. Below this link is a table with the following data:

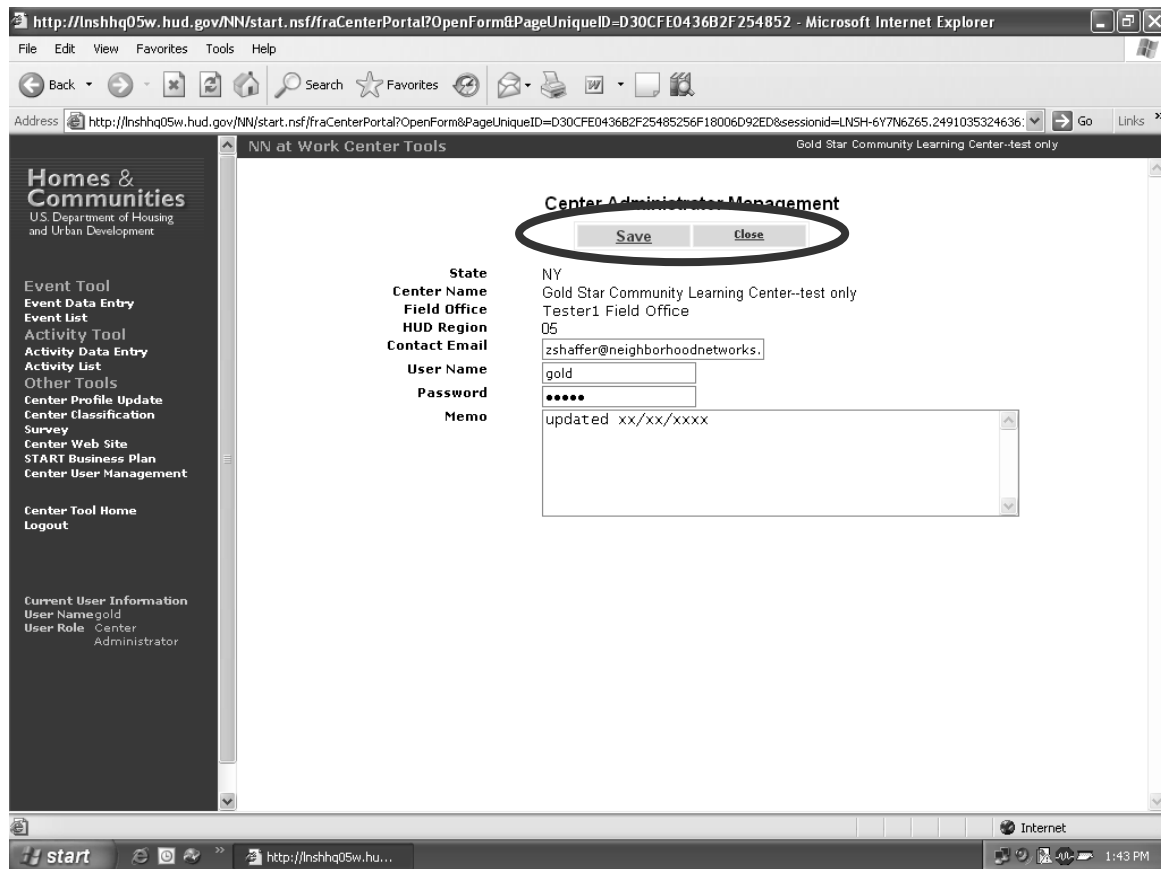
Role	Name	Created
Center Administrator	gold	09/23/2004 03:56:49 PM

A red arrow points to the 'Center User Management' link in the navigation bar. The current user information at the bottom of the page is: 'Current User Information', 'User Name: gold', 'User Role: Center Administrator'.

To add a new user, input the correct user information, and click **Save** and **Close**.



To edit existing user information, choose the user of interest and click on their name. The user can then update the necessary information and store it by clicking **Save** and **Close**.

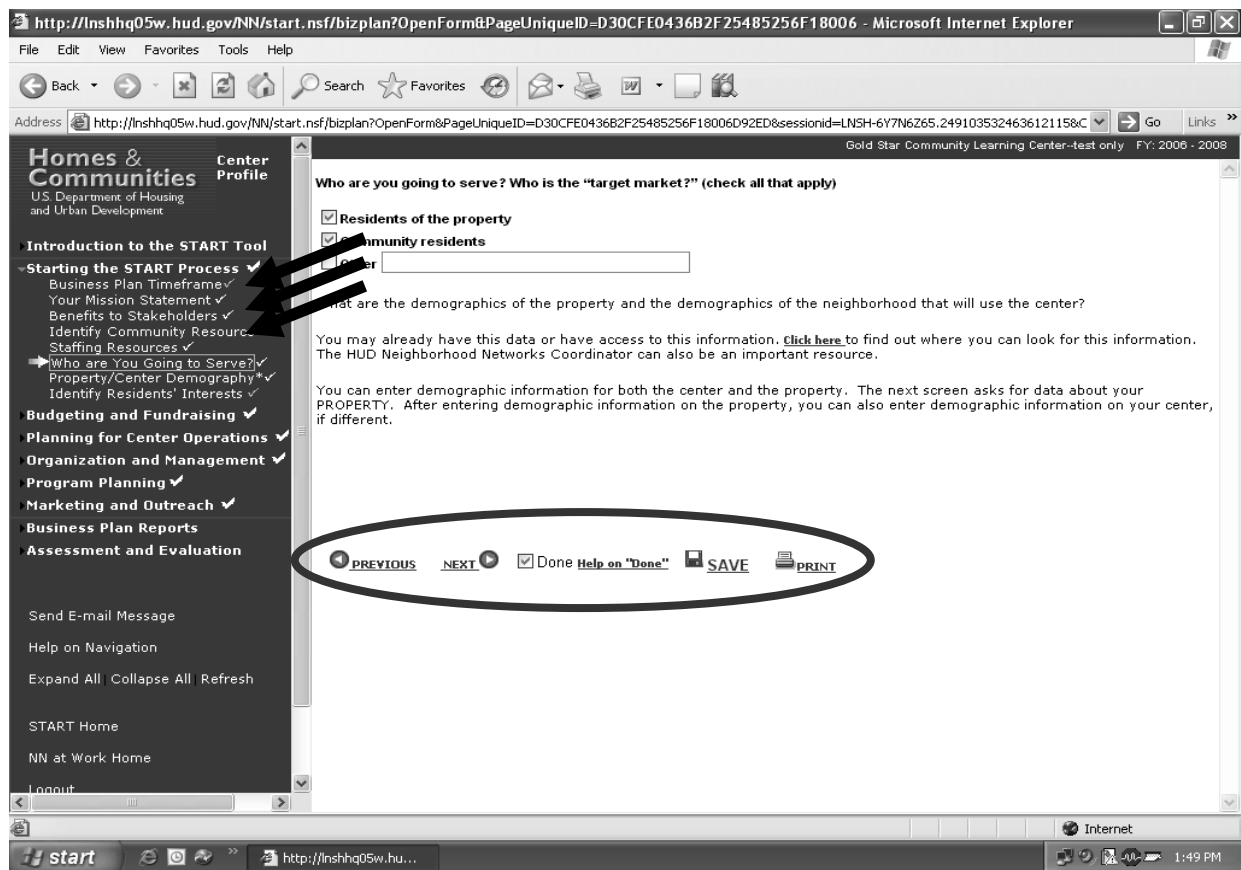


Section 4: Exiting START

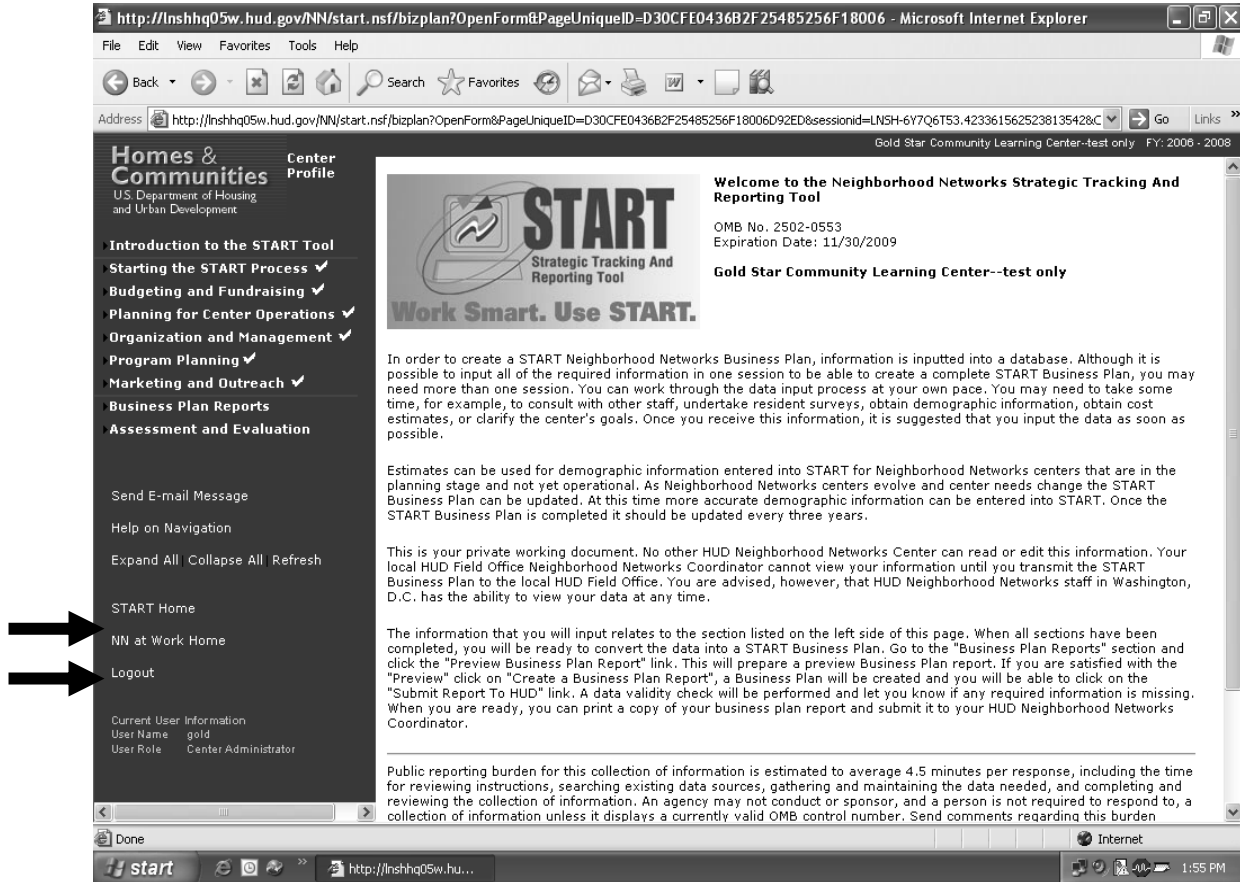
A user can keep track of the START section they are currently completing by selecting the **Done** checkbox and clicking **SAVE** at the bottom right-hand corner after completing each START screen. By doing so, completed START sections are recorded in the navigation bar with a white check mark. Before exiting START, the user should always click **SAVE** to ensure that all inputted information is saved. Otherwise, the information is lost.

After either refreshing the screen or returning to the START plan at a later time, the user can determine where they left off in the START process by locating the white check marks on the navigation bar next to the completed START sections. Yellow check marks denote START sections that are not required to complete the business plan.

User Tip: Always click “SAVE” before moving to the next screen.



Once the user saves their Neighborhood Networks center's business plan information in START, they can log out of START by clicking **NN at Work Home** or **Logout** in the navigation bar. The **NN at Work Home/Logout** links log the user out of the system and return them to the Neighborhood Networks at Work page.



Section 5: Center Classification

START is a key component of the Neighborhood Networks Center Classification process, which demonstrates the overall commitment of the Neighborhood Networks Initiative to ensure that centers are operating at advanced levels by effectively conducting center programming and evaluating program outcomes, financial sustainability, and resident involvement in center activities.

Upon the completion of a business plan using START and the receipt of HUD approval, a Neighborhood Networks center is classified as Designated, which denotes that it has the tools to support effective programs and services that can lead to self-sufficiency for residents of HUD-insured and -assisted housing properties and the sustainability of a center.

After completing a Center Assessment via START, Neighborhood Networks centers automatically receive Certified Center Classification status, which indicates that those centers have achieved and exceeded Designated Center Classification status, and actively operate programs designed to support residents' self-sufficiency.

After achieving the mandatory standards, Neighborhood Networks centers can apply for Model Center Classification status through the online Center Classification Request form located on the Neighborhood Networks at Work Portal. Model Center Classification Neighborhood Networks centers exemplify excellence for the entire Neighborhood Networks Initiative.

Online Center Classification support automatically transmits e-mail notifications of submitted Model Center Classification requests, comments, and approvals, facilitating communication between Neighborhood Networks centers, HUD Neighborhood Networks Coordinators, and HUD Headquarters staff.

User Center Classification Tools

The system allows **center users** to:

- Request Model Center Classification status.

The system allows **HUD Neighborhood Networks Coordinators** to:

- Receive, review, comment, and recommend or not for approval Model Center Classification requests.

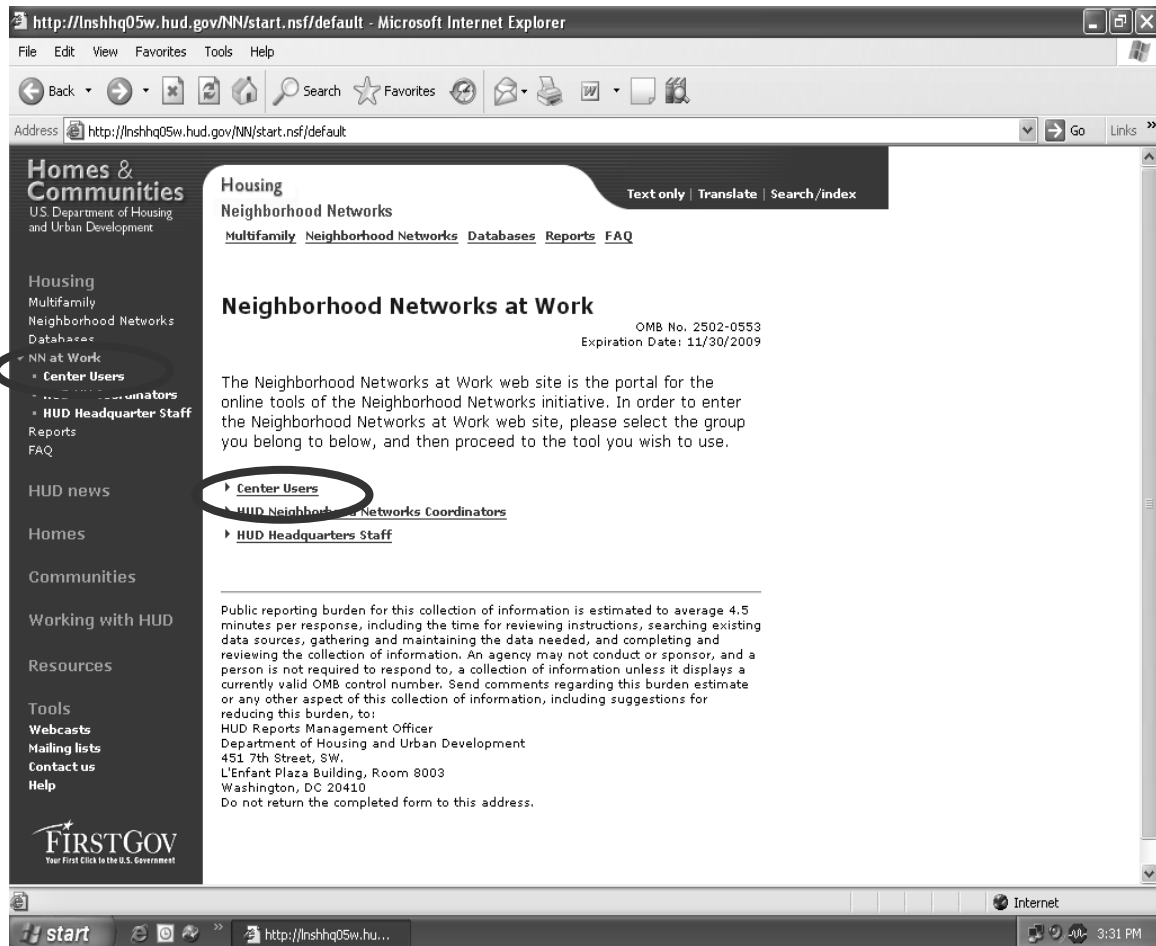
The system allows **HUD Headquarters Staff** to:

- Review and approve submitted Model Center Classification requests.

Request for Model Center Classification Status

To request Model Center Classification status, click the **Center Users** link in the center of the Neighborhood Networks at Work page or in the navigation bar. This takes the user to the Neighborhood Networks at Work Center Login page.

User Tip: The user must have both a completed and approved START business plan and assessment to request Model Center Classification status for their center.



On the Neighborhood Networks at Work Center Login page, select the state and center name from the drop-down lists provided, enter the user name and password, and click **submit**.

User Tip: If the user forgets their password, they may enter their e-mail address in the text box located at the bottom of the screen and click **submit**. The password is then e-mailed to the user.

Center login - Microsoft Internet Explorer

File Edit View Favorites Tools Help

Address http://inshhq05w.hud.gov/NN/start.nsf/centersel?OpenForm&request=edit

Homes & Communities
U.S. Department of Housing and Urban Development

Housing
Multifamily
Neighborhood Networks
Databases
NN at Work
Center Users
HUD NN Coordinators
HUD Headquarter Staff
Reports
FAQ

HUD news
Homes
Communities
Working with HUD
Resources
Tools
Webcasts
Mailing lists
Contact us
Help

FIRST GOV
Your First Click to the U.S. Government

Housing
Neighborhood Networks
Multifamily Neighborhood Networks Databases Reports FAQ

Text only | Translate | Search/index

OMB No. 2502-0553
Expiration Date: 11/30/2009

Neighborhood Networks at Work
Center Login

If you have a login ID and password for NN at Work, or if you have a previously assigned START login and password, please login here.

State Alaska
Center Name Executive Estates Neighborhood Networks Community Center
Enter User Name
Enter Password

submit >>

If your center has a center profile but does not have a NN at Work login account, you may [request a login account](#) here (Your center needs to have a center profile first).

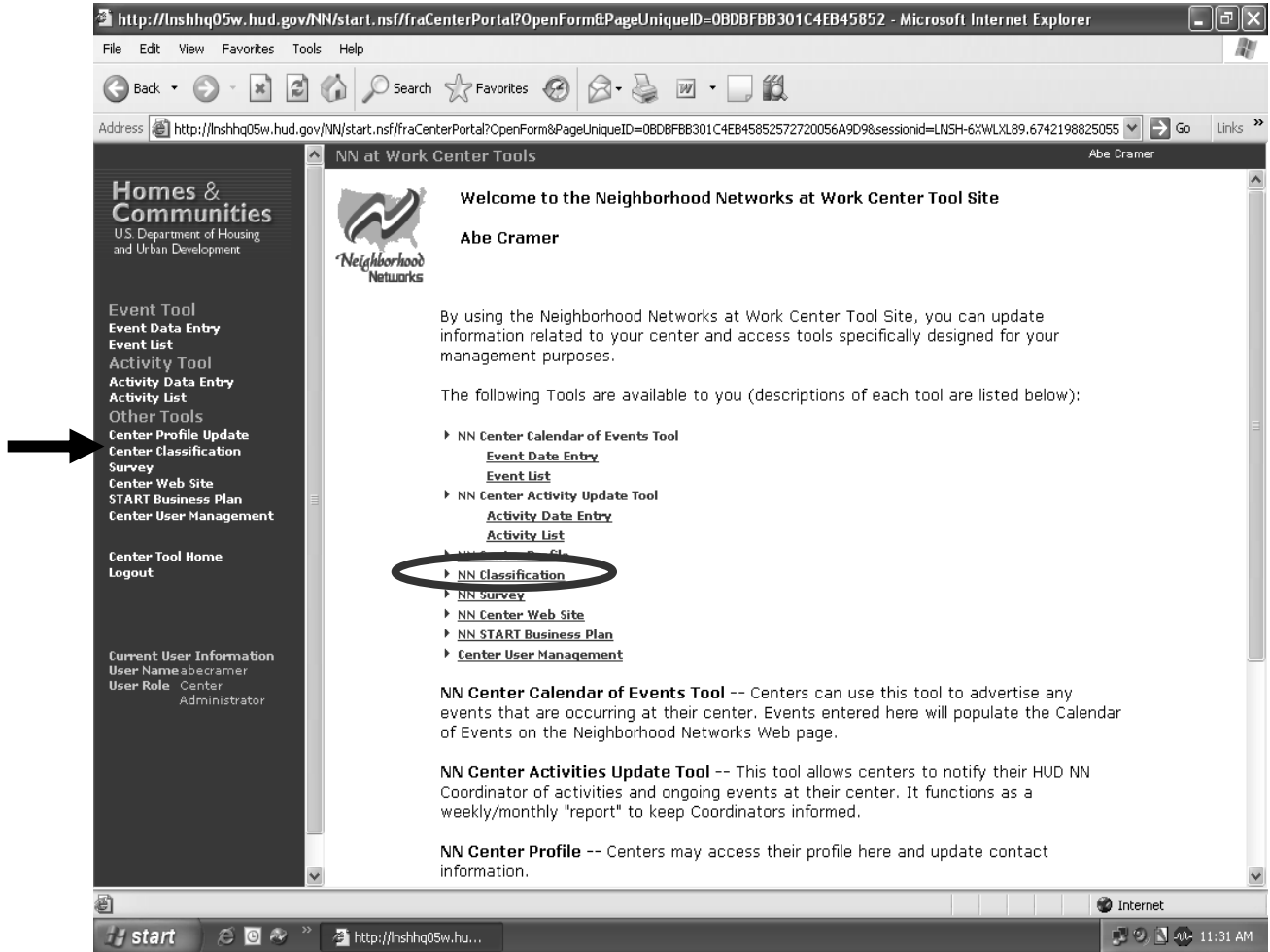
If your center does not have center profile, you may [create a new center profile](#) here.

Forgot your password? If so, please enter your contact e-mail. The login information will be e-mailed to you.

submit >>

start Center login - Microso... 5:00 PM

Once the user logs into their existing business plan, the Welcome to the Neighborhood Networks at Work Center Tool Site page appears. The user may request Model Center Classification status using the **NN Classification** link at the center of the page or the **Center Classification** link in the navigation bar. This opens the Center Classification Request screen.



On the Center Classification Request (Model) screen, proceed as follows:

1. Respond *Yes* or *No* to the nine listed standards. (The user must answer Yes for the seven mandatory standards or the request for Model Center Classification status is not accepted.)

User Tip: The user can click the **Center classification requirements** link to view a list of the Center Classification requirements for Designated, Certified, and Model Center Classification.

Current Status

Level	Submit Date	Approval?	Review Date	Reviewer1
Designated		Yes	03/03/2004	
Certified		Yes	03/23/2008 12:39:10 PM	
Model				

Center classification requirements

Executive Estates Neighborhood Networks Community Center

Center Classification Request (model)

You are requesting consideration for Model Classification. Please fill out the fields listed below and click "Submit." Your request will be automatically forwarded to the HUD Coordinator for review. You will receive e-mail notification of the status of this request.

Note: To qualify for classification of model, the following requirements must be met:

- Attained designated & certified classifications
- Has attained certified classification for two years
- Has an updated and approved START on-line business plan
- Has three consecutive HUD accepted center Assessment and Evaluation reports
- Meet 7 mandatory standards.

* Required field

Center Name:	Executive Estates Neighborhood Networks Community Center
Field Office:	Seattle
Coordinator:	Laura Cole
Attained designated & certified classifications:	<input type="radio"/> Yes <input type="radio"/> No
Have attained certified classification for two years:	<input type="radio"/> Yes <input type="radio"/> No
Has an updated and approved START business plan?	<input type="radio"/> Yes <input type="radio"/> No
Has three consecutive HUD accepted center assessment reports?	<input type="radio"/> Yes <input type="radio"/> No

The Following Standards Have Been Met:

Standard 1: Period of Operation

Has the center been operational for at least three consecutive years? *

Yes No

Standard 2: Resident Involvement

Has the center conducted a resident survey at least once every three years and used the survey results to guide the choices of programs and services? *

Yes No

Has the center submitted an initial resident survey, a follow-up survey and a listing of programs and services offered within the past three years to the contractor? *

Yes No

Standard 3: Program Guidelines

Do training and other programs use written curricula or program guidelines? *

Yes No

Have copies of curricula or program guidelines for each program and a written summary describing program outcomes been submitted to the contractor? *

Yes No

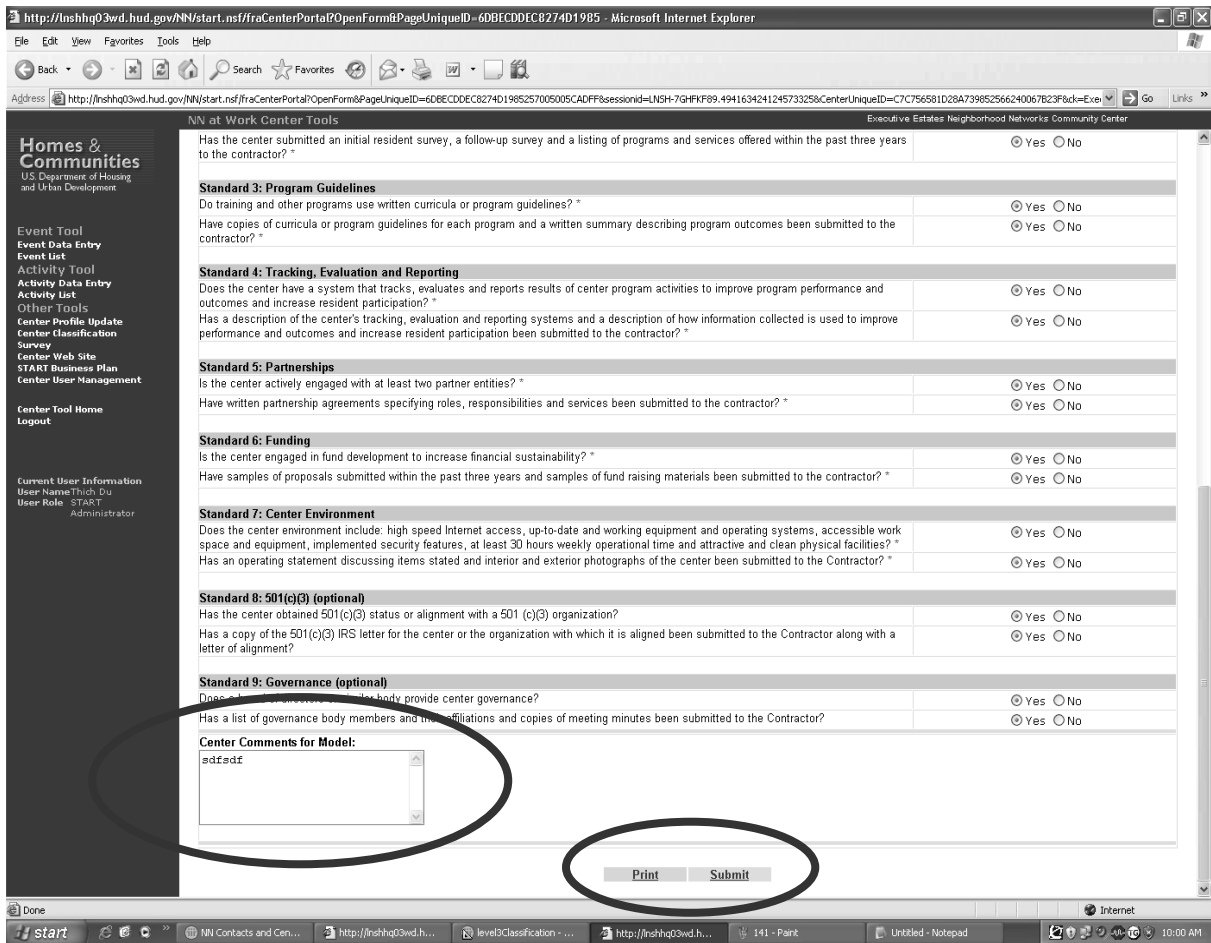
Standard 4: Tracking, Evaluation and Reporting

Does the center have a system that tracks, evaluates and reports results of center program activities to improve program performance and outcomes and increase resident participation? *

Yes No

Has a description of the center's tracking, evaluation and reporting systems and a description of how information collected is used to improve performance and outcomes and increase resident participation been submitted to the contractor? *

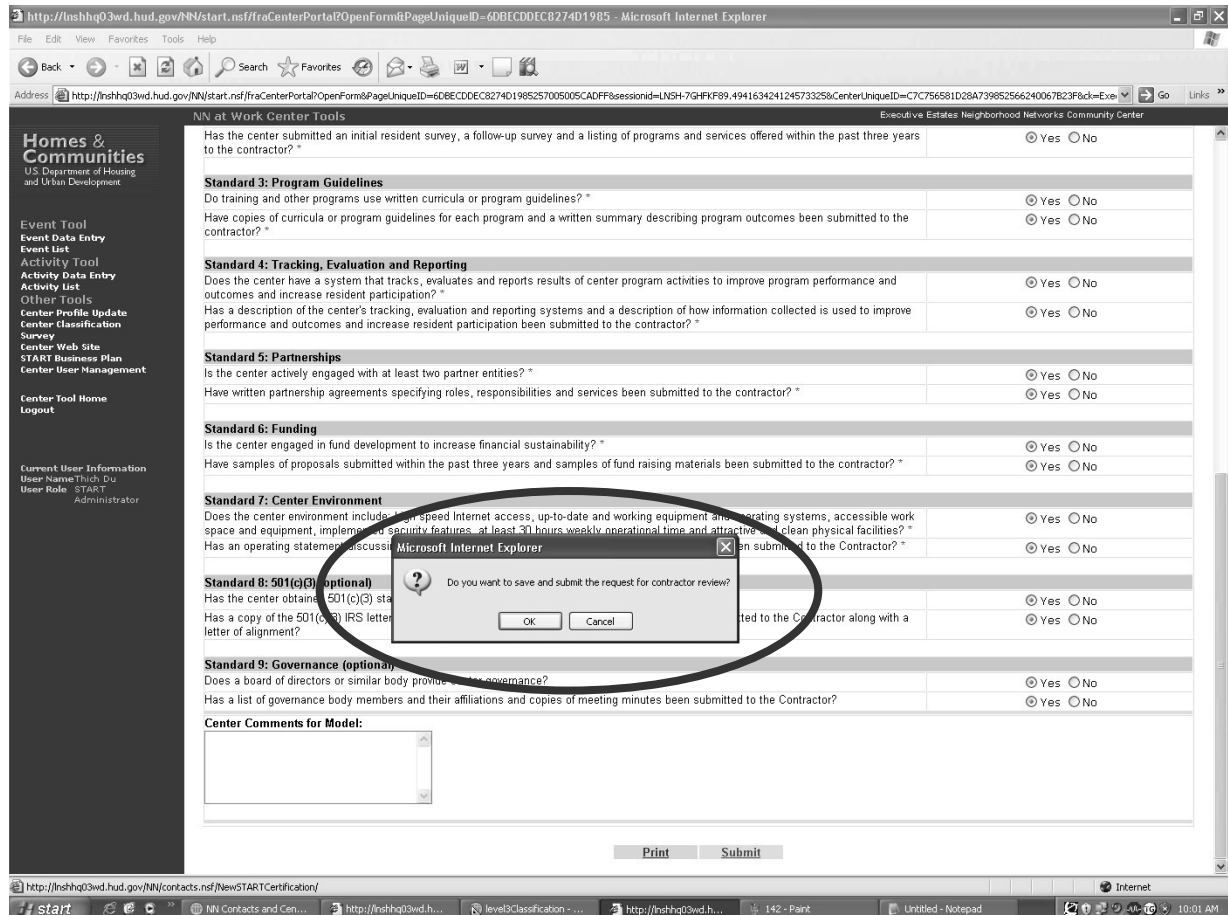
Yes No



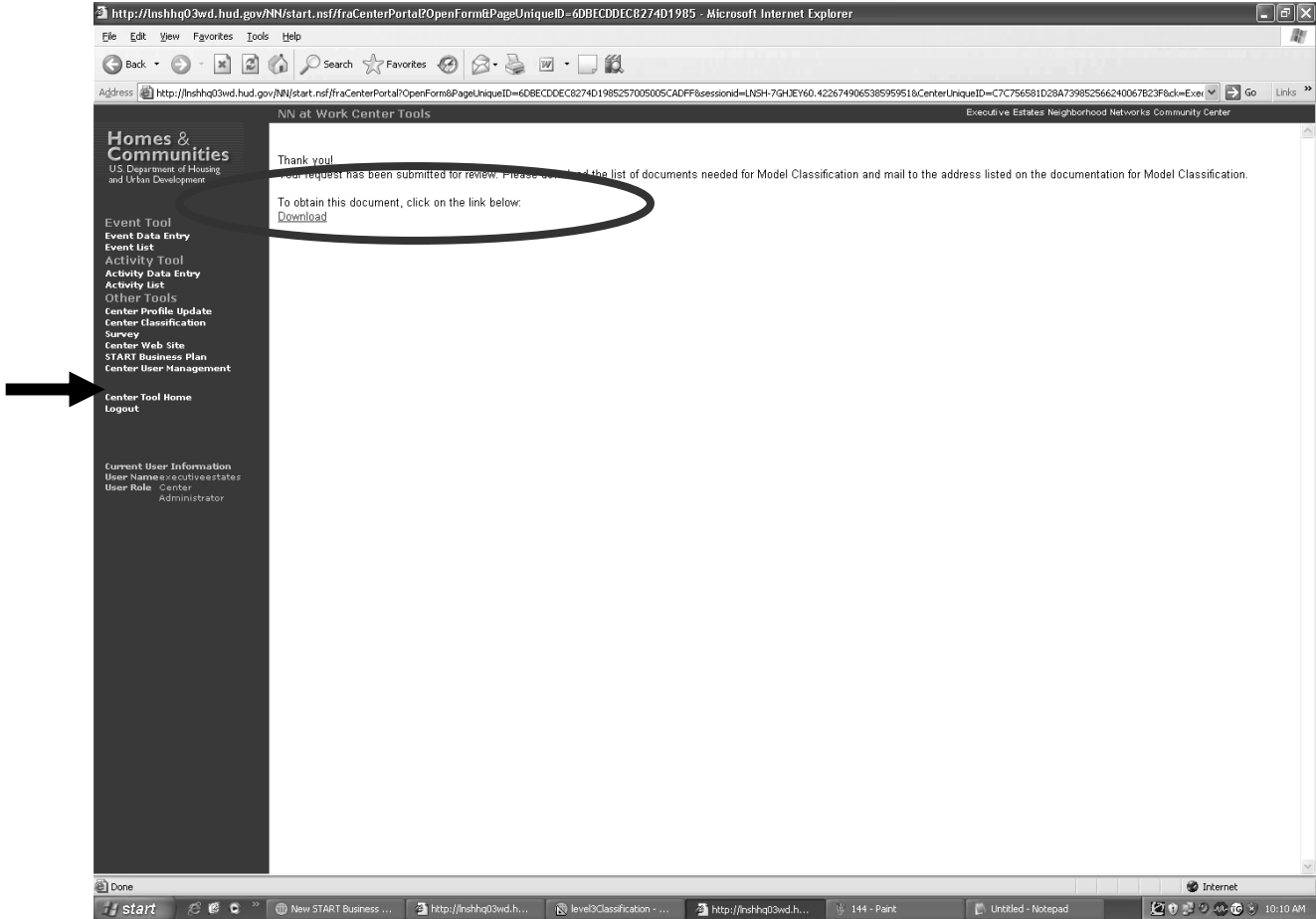
2. Enter comments in the Center Comments for Model field if needed.
3. Click **Submit**. This causes a confirmation message box to appear. (The user may also click **Print** if they wish to save a hard copy of the request for their files.)

Once the confirmation message box appears, click **OK** to save and submit the request to the HUD Neighborhood Networks Coordinator. An e-mail is generated for the appropriate reviewers notifying them of the user's request for classification and an acknowledgement screen appears.

Alternatively, the user may click **Cancel** to return to the Center Classification Request (Model) screen without saving and submitting the Model Center Classification request.

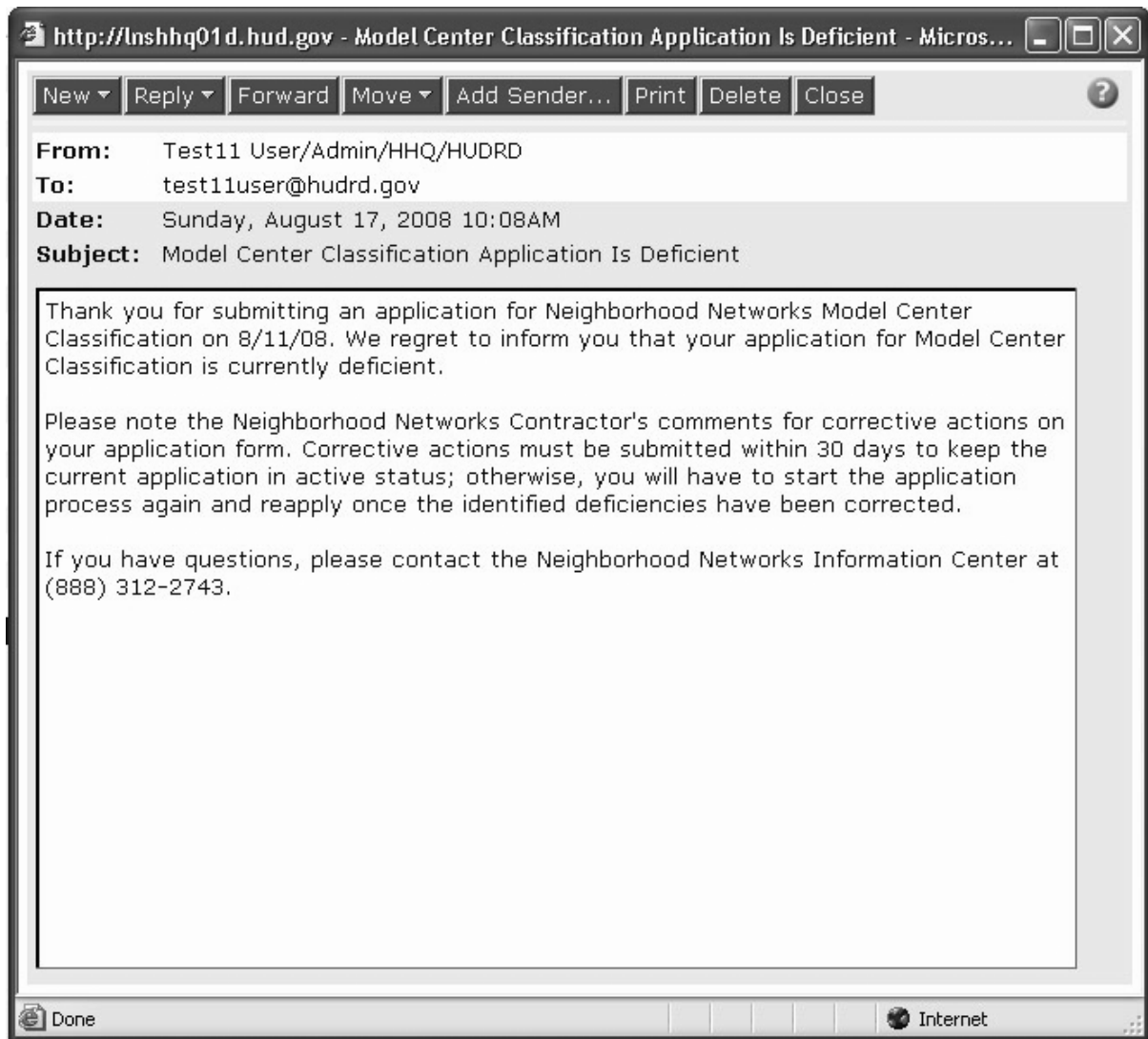


The Center Classification Model Request Acknowledgement page informs the user that their Center Classification request has been submitted for review, and provides a link to the list of required Model Center Classification supporting documentation and the mailing address where materials should be sent once collected. At this point, clicking on **Center Tool Home/Logout** allows the user to exit the system.



If both the Model Center Classification request and supporting documentation are valid, and if there are no outstanding issues with any properties affiliated with the center, the center receives a congratulatory letter and Model Center Classification award from the Neighborhood Networks National Director.

If the request, documentation, or property issues are deficient, the user receives an e-mail with suggestions for corrective actions that must be followed for consideration of a resubmission request. An example of the e-mail is provided below.



Corrective actions must be submitted within 30 days of the e-mail to keep the request in active status. After the 30-day period, another e-mail is sent indicating the request has been removed from the system and the user must start the request process all over again to be considered for Model Center Classification status.