Principles of Effectiveness Worksheet

Instructions:

In assessing your nonprofit organization, you will assemble a team to complete this instrument. You may wish to have the following participants involved in helping to complete this initial Self-Assessment Tool:

- • Board Chair and the CEO-ED of the nonprofit organization, or
- • A Task Force of board members and the CEO-ED of the nonprofit organization, or
- • A Task Force of board members and staff of the nonprofit organization.

To complete the Principles of Effectiveness Self-Assessment Tool, you will determine your level of capacity in a given area. The score ranges are as follows:

- • 1. Undeveloped / Low Level of Capacity in Place
- • 2. Basic Level of Capacity in Place
- • 3. Moderate Level of Capacity in Place
- • 4. High Level of Capacity in Place

You can measure yourself in each given competency area against the maximum amount of points that are available in each of the combined sub-categories that are listed beneath each of the ten core effectiveness areas.

Once you have filled out this worksheet, please return to the online survey and enter your results. By filling out the online form you will be reporting your findings to the ASU Lodestar Center. Once we receive your completed tool, we will add you to the list on our website of organizations that have completed the tool. In completing the online tool, you will also receive in-depth analysis of your results and suggestions as to how you can improve in low-scoring areas. You will also be provided with resources that will help you maximize the efficiency of your organization across all 10 effectiveness target areas.

1. VISION, MISSION, AND VALUES

Nonprofit organizations are entities committed to advancing the betterment of the community, and are created and organized to serve the needs of the public. To effectively achieve these noble intentions, a nonprofit organization must have a clear vision of what difference it intends to make in individual lives and in society as a whole. Moreover, it has a keen understanding of what its organizational mission and values are in order to function at a truly effective level.

1.1	Vision Statement	Score	Comments
	The vision statement provides a clear, specific and compelling understanding of what difference the nonprofit organization aspires to achieve in a life, community, or society as a result of carrying out its mission.		
	The vision statement reflects an inspiring and compelling view of the future that is ambitious and bold, and reflects the core values of the nonprofit organization.		
	The vision is consistently articulated and shared by the CEO/ED and leadership team.		
	Leadership consistently uses the vision to guide strategic direction, policies and priorities.		
1.2	**Mission Statement**	Score	Comments
	The mission is a clear, concise expression of the nonprofit organization's reason for being (why it exists) which describes and reflects its values and purpose.		
	The mission is broadly held within the nonprofit organization and is embedded within the organization's culture.		
	Leadership consistently uses the mission to guide strategic direction, policies and priorities.		
	The mission provides clear guidance throughout the nonprofit organization for organizational development & change.		
	The mission is broadly understood throughout the nonprofit organization's constituency and in the community.		
	The mission statement is revisited at least every three years to reflect the changing environment.		
1.3	**Values: Shared Core Values, Ethics and Guiding Principles**	Score	Comments
	The nonprofit organization has a common set of core values and guiding principles that are widely shared and applied within the nonprofit organization.		
	The core values and guiding principles are applied to all internal and external stakeholders.		
	The board, staff, and other key stakeholders strive to do the right things in accordance with the nonprofit organization's core values and guiding principles.		
	Core values are used for guidance and decision making in the absence of specific policy.		
	The core values and guiding principles clearly support the overall purpose of the nonprofit organization.		
	The core values and guiding principles are congruent and consistent with each other and with the vision and mission.		

1.4	Ethics	Score	Comments
	The nonprofit organization has adopted a code of ethics statement.		
	Strategies are in place to assure desired values and standards of ethical integrity are part of the nonprofit organization's culture.		
	There is a consistency between the operating ethics of the organization and the espoused ethics (coherence between what you do and what you say).		
	The CEO/ED and leadership team embody and visibly support the ethical principles and codes that apply to the nonprofit organization.		
	Ethical issues and concerns are raised, discussed, communicated and resolved.		
1.5a	Organizational Culture: Shared References and Practices	Score	Comments
	A common set of references and practices exist within the nonprofit organization (history, traditions, rituals, unwritten rules, stories, symbols, role models, heroes or heroines, language, dress).		
	The shared references and practices are actively applied in support of the overall purpose of the nonprofit organization.		
	The references and practices are truly shared and adopted by all members of the nonprofit organization.		
1.5b	Organizational Culture: Flexibility and Change	Score	Comments
	The leadership (board & CEO/ED) & staff of the organization continually look for new and/or innovative solutions to problems that result in organizational transformation and renewal.		
	There are supportive procedures in place to solicit organizational members' ideas, concerns, and feedback, and those concerns and questions are responded to in a thorough, honest and timely manner.		
	Change management is taken seriously and all aspects of the change are attended to, including making sufficient resources available to support the planning and implementation of change.		
	There is a framework and process for measuring the success of organizational change efforts. Upon completion of the changes, the structures of the organization, including strategic plans, policies and procedures, are modified to incorporate the changes.		
1.6	Clients, Customers, and Stakeholders: What They Value	Score	Comments
	The nonprofit organization regularly surveys the needs, wants, and aspirations of its clients/customers and key stakeholders.		
	The nonprofit organization has identified key supporting internal and external stakeholders.		

2. BOARD LEADERSHIP AND GOVERNANCE		
The effectiveness of a nonprofit organization is related to the effectiveness of its governing board. The effective board provides leadership, stewardship, and strategic thinking that ensure the nonprofit organization's vitality and future.		
2.1	**Governance**	**Score**	**Comments**

2.1	Governance	Score	Comments
	The board fully understands and fulfills its legal and fiduciary duties.		
	The board fully understands that its focus is on strategy and policy and that the CEO/ED and management team are responsible for management and implementation.		
	The roles of the board, CEO/ED, and other legal and advisory entities are well-defined and clearly understood.		
	The board is responsible for hiring, evaluating, supporting and, when necessary, terminating the CEO/ED.		
	The board, with the CEO/ED, define performance targets for which the CEO/ED is held accountable.		
	The board determines which programs are consistent with the organization's mission.		
	The board monitors the effectiveness of the nonprofit organization's programs and services, based upon strategic planning and outcome measures compatible with the vision, mission and values of the nonprofit organization.		
	The powers of the Executive Committee are included in the bylaws, with defined limitations.		
	The board gives real responsibility to subgroups (committees & task forces) and makes it their responsibility to report at the board level.		
	The charge to committees and task forces is focused and clearly defined in writing, and these committees and task forces meet as often as is needed to achieve their goals.		
	The board meets regularly, in person, and with good attendance.		
2.2	**Board Development**	**Score**	**Comments**
	There is a board development committee which is responsible for nominating, orienting, training and evaluating the board		
	There is a systematic recruitment strategy that identifies the skills, talents, and diverse representation needed to fulfill the strategic plan. This strategy seeks those with outstanding commitment to the success of the nonprofit organization's vision, mission and values.		
	There are job descriptions, conflict of interest statements, and evaluation tools for all board members.		

3. STRATEGIC PLANNING

Strategic planning offers an effective nonprofit organization the opportunity to define an action plan for achieving its goals and objectives. In doing so, an organization must know where it is now, what it intends to accomplish, how it will direct its resources to accomplish its goals, and who the nonprofit organization serves.

3.1	Capacity to Plan	Score	Comments
	The nonprofit organization demonstrates the ability to develop and refine a concrete, realistic, and detailed strategic plan.		
	There is a process in place for the board's involvement in the development and approval of the vision, mission, values, goals, and budget.		
	The nonprofit organization's strategic plan is used extensively to guide management decisions, as well as the decisions of the board.		
3.2	Overarching Goals	Score	Comments
	The nonprofit organization's vision and mission are translated into a clear, bold set of 3-5 long-range goals that articulate the fundamental direction of the nonprofit organization.		
	The strategic plan's goals are broadly shared and understood within the nonprofit organization, and are consistently used to set priorities and direct action.		
3.3	Objectives, Action Steps, Performance and Outcome Targets	Score	Comments
	The strategic plan outlines action steps or tactics, accountability and timeframes, and identifies staff and volunteer roles in carrying them out.		
	The strategic plan includes **outcome** targets (the result of doing the right things–i.e., impact on lives, community or society) as well as **output** targets (things to do right).		
3.4	Strategic Financial Plans	Score	Comments
	The strategic plan is supported by a financial plan.		
	The financial plan includes budgets for marketing, resource development, and overall goal achievement.		
3.5	Evaluation and Updating of Process	Score	Comments
	The evaluation of the strategic plan is based on predetermined measurables, as stated in the plan.		
	The board annually evaluates the strategic plan for performance and updates it accordingly.		

4. PROGRAM DESIGN AND EVALUATION

The effective nonprofit organization regularly reviews all programs to assure that they are in compliance with organizational vision, mission, and values. Program evaluation is an essential part of the nonprofit organization's determination that customer's values are addressed and programs are delivered cost-effectively.

4.1	Program Planning	Score	Comments
	The organization has clear, formal systems for data collection in all relevant areas.		
	The data is used systematically to support planning efforts and improve them.		
4.2	**Program Growth and Replication**	**Score**	**Comments**
	The nonprofit organization is able to efficiently and effectively grow existing programs to meet the needs of potential service recipients in the local area or other communities.		
	There is frequent assessment of the possibility of scaling existing programs up or down, and when judged appropriate, action is always taken towards study and/or implementation.		
4.3	**Program Relevance and Integration**	**Score**	**Comments**
	All programs and services are well-defined and fully aligned with the vision, mission, values, and goals of the nonprofit organization.		
	Program offerings are clearly linked to one another and to the overall strategy.		
4.4	**Monitoring the Landscape**	**Score**	**Comments**
	There is a systematic gathering of information and data both inside and outside of the nonprofit organization. Programming is appropriately revised accordingly.		
4.5	**New Program Development**	**Score**	**Comments**
	There is continual assessment of gaps in the ability of existing programs to meet recipients' needs. Appropriate adjustments are made accordingly.		
4.6	**Program Effectiveness Measurement**	**Score**	**Comments**
	The nonprofit organization has a well-developed, comprehensive, integrated system (e.g., balanced scorecard) used for measuring the nonprofit organization's performance and progress on a continual basis: including the social, financial, and organizational impact of programs and activities.		
	The nonprofit organization utilizes a small number of clear, measurable, and meaningful key performance indicators.		
	The board regularly receives reports of the effectiveness and progress of the nonprofit organization's programs, relative to the strategic plan.		

5. FUND AND RESOURCE DEVELOPMENT

Resource development is the process by which resources are generated to help carry out the vision, mission, and strategic plan. Effective nonprofit organizations should monitor trends in philanthropy and analyze the diversity of their funding support to ensure that they are not dependent upon unstable income sources. Fundraising programs, earned income, and entrepreneurial activities are among the tools that are used within this process.

5.1	Funding Model	Score	Comments
	The board understands its responsibility to provide adequate resources for the nonprofit organization to fulfill its mission.		
	There is a funding plan with target goals in place for the generation of diverse funding resources that are insulated against market instabilities and provide overall financial sustainability.		
	The funding plan recognizes the need for highly diversified funding across source types.		
	The board understands its leadership role in implementing the funding plan.		
	The board has policies in place that govern the receipt, disposal, and management of charitable gifts and grants.		
	Government funds are carefully tracked for federal, state, and other auditing requirements.		
	The funding model includes tracking mechanisms to capture all costs related to fundraising, individual activities, and other ratios. The board and management are kept informed of these costs.		
	The nonprofit organization recognizes the importance of, and seeks opportunities to leverage and maintain, strong relationships with relevant parties (local, state and federal, as well as for-profit, nonprofit, and community agencies) to maximize resource development.		
	The nonprofit organization understands the legal implications and responsibilities of engaging external, contractual fundraising expertise.		
	The nonprofit organization's funding plan includes regular communication with donors and other supporters regarding its activities.		
5.2	Fundraising Resources	Score	Comments
5.2a	**Special Events:** The nonprofit organization's special events are planned for maximum return on investment and include strategies for enhanced visibility and donor development.		

5.2b	Foundations and Business Support:		
	The nonprofit organization has either the internal or external expertise to develop proposals that attract foundation and corporate grants, sponsorship, etc.		
	The nonprofit organization has knowledge of foundation and corporate funders with allied interests and develops plans to link them to the nonprofit organization's program(s).		
5.2c	Philanthropy:		
	The board understands its legal and ethical obligations to expend restricted philanthropic funds, in accordance with the donor's wishes.		
	A multi-pronged fund development strategy exists that is proactive and integrated into the nonprofit organization's long-term strategic plan and budget projections.		
	All staff and volunteers are provided training to understand how their respective roles affect the nonprofit organization's philanthropic activities.		
	The nonprofit organization's philanthropic plan builds upon annual fundraising for unrestricted income with integration of major giving, estate planning, and capital campaigns for specific needs.		
	The nonprofit organization's philanthropic planning reflects the continuing nature of philanthropic activities, the need for evaluation of these activities and the commitment to their constancy.		
	Leadership of the nonprofit organization's philanthropic activities is demonstrated by the board members' annual giving.		
5.3	Fundraising: Revenue Generation	Score	Comments
	Earned income sources are mission-driven and based upon solid business models that do not distract from the focus on creating social value.		
	Entrepreneurial activities are based upon business plans approved by the board.		
	The nonprofit organization recognizes the need for experience and skill in revenue generation activities, such as cause-related marketing, fee-for-services, retailing, etc.		
	The nonprofit organization accounts for its activities as potential net revenue sources, recognizing that in fulfillment of the mission there may be a balance of those that don't generate net revenue with those that do.		
5.4	Fundraising: Training and Skills	Score	Comments
	The nonprofit organization's staff and volunteers have access to training, fundraising resources, and other forms of expertise to support all fundraising activities.		

6. HUMAN RESOURCE MANAGEMENT		
The effective nonprofit organization must ensure that its policies and procedures provide the highest degree of care and support of the human resources (paid and non-paid) that are charged with carrying out its mission.		

6.1	**Human Resource Planning**	Score	Comments
	The board has well-developed HR policies that encompass its personnel philosophy, adherence to legal requirements, compensation ranges, benefit plans, whistleblower, harassment, diversity, and grievance procedures, and is reviewed at least biennially (every 2 years).		
	The nonprofit organization has a concrete, realistic, and detailed operational HR plan tightly linked to strategic planning activities and systematically used to direct HR activities.		
6.2	**Individual Job Descriptions**	Score	Comments
	All paid and non-paid staff have fully defined job descriptions that have clearly defined core roles to be achieved and an area of discretion where they can show initiative to make a difference.		
	Job descriptions include how each person relates to others, to the nonprofit organization as a whole, and to related constituencies.		
6.3	**Staffing Levels**	Score	Comments
	The board-approved operating budget provides adequate funds for full staffing.		
6.4	**Staff Recruitment, Development, and Retention**	Score	Comments
	The nonprofit organization has a well-planned process to recruit, develop, and retain key managers.		
	The nonprofit organization's operating budget provides adequate funding for personnel development plans.		
	The organization exhibits a proven commitment to ensure low turnover rates through high-quality job occupancy.		
	The nonprofit organization is well-connected to potential sources of new talent (e.g., business schools, nonprofit management programs).		
6.5	**Staff Incentives**	Score	Comments
	The incentive system includes competitive salaries (part performance-based), attractive career development options, opportunities for leadership, and innovation.		
6.6	**Staff Performance Evaluation**	Score	Comments
	The personnel evaluation process offers specific actions to develop individuals through development plans, coaching, and empowerment.		
	The personnel evaluation process recognizes the value of, and support for, the diversity of people and ideas.		
	The nonprofit organization performs consistent and regular performance evaluations on all paid and non-paid staff.		

6.7	CEO/ED Effectiveness	Score	Comments
6.7a	**CEO/ED: Passion and Vision** The CEO/ED clearly articulates and demonstrates personal and professional commitment to the vision of the nonprofit organization.		
6.7b	**CEO/ED: Impact Orientation** The CEO/ED creates a culture that inspires and enables the nonprofit organization's staff and volunteers to do the right thing in fulfilling its mission.		
	The CEO/ED communicates the compelling need for change that creates drive and aligns the entire nonprofit organization to support change efforts.		
	The CEO/ED guides the nonprofit organization to succeed simultaneously in the dual mission of social impact and optimal financial efficiency.		
6.7c	**CEO/ED: Leadership along with Personal and Interpersonal Effectiveness** The CEO/ED works with a strong volunteer board that relates dynamically with the CEO/ED and provides a bridge to the larger community.		
	The CEO/ED works in partnership with the board chair as a leadership team to help move the nonprofit organization forward.		
	The CEO/ED encourages shared leadership and has a systematic process that promotes effective leadership across the nonprofit organization, including board members, staff members and volunteers.		
6.7d	**CEO/ED: Analytical and Strategic Thinking** The CEO/ED develops strategic alternatives and identifies associated rewards, risks, and actions needed to lower risks.		
	The CEO/ED is able to discern key trends and dynamics in the broader environment.		
	The CEO/ED clarifies the process and holds others accountable for meeting performance expectations.		
6.7e	**CEO/ED: Financial Judgment** The CEO/ED has a keen, intuitive sense for the financial implications of his/her decisions.		
6.7f	**CEO/ED: Experience and Standing** The CEO/ED is highly experienced in nonprofit leadership and management.		
	The CEO/ED possesses a comprehensive and deep understanding of the nonprofit sector.		
	The CEO/ED's annual evaluation by the board is a mutually agreed upon process.		
6.7g	**CEO/ED: Staff Dependence** Staff has reliance but not dependence on CEO/ED.		

6.8	Senior Management Team	Score	Comments
	The senior management team is contagiously energetic and committed to the vision, mission, and values of the nonprofit organization.		
	Senior management team can fill in for the CEO/ED during transitional times.		
6.9	Staff	Score	Comments
	Staff is able to clearly articulate commitment to the vision, mission, and values of the nonprofit organization.		
	Staff is highly capable in multiple roles, committed to the strategic plan and to continuous learning.		
	Staff is a frequent source of ideas and momentum for improvement and innovation.		
6.10	Volunteers	Score	Comments
	Volunteers are extremely capable individuals who bring complementary skills to the nonprofit organization.		
	Volunteers are able to clearly articulate commitment to the vision, mission, and values of the nonprofit organization.		
	Volunteers are able to work in a way that serves the nonprofit organization well, including the ability to work easily with a wide range of staff and to play core roles without special supervision.		
	There is a plan for the recognition and appreciation of volunteer contributions to the nonprofit organization's success.		

7. FINANCIAL MANAGEMENT		
Effective financial management is the cornerstone of running a strong nonprofit organization, but it is easier said than done. To effectively manage your nonprofit organization's finances, you must invest significant time and expertise into developing sound budgets and implementing procedures for controlling, reporting and auditing your financial resources in a manner that promotes accountability and transparency.		

7.1	**Budget**	**Score**	**Comments**
	The nonprofit organization has very solid financial plans that are continuously updated.		
	In the event that a budget deficit occurs, the board is fully vested in determining a plan to restore the budget to a balanced state.		
	The budget is viewed as a tool that incorporates and reflects the objectives of the strategic plan.		
	The budget reflects a solid understanding of programmatic and other operational divisions and how they relate to the overall health of the nonprofit organization.		
7.2	**Internal Controls**	**Score**	**Comments**
	The nonprofit organization operates in accordance with an annual budget that has been approved by the board prior to the beginning of each fiscal year.		
	There are well-understood divisional (program or geographical) budgets within the overall central budget.		
	Performance-to-budget is closely and regularly monitored by management and the board.		
	The nonprofit organization has policies prohibiting self-dealing and addressing loans and other financial transactions of personal benefit to members of the board and officers of the nonprofit organization.		
	The nonprofit organization has policies delineating check-signing authorities and contracting.		
	The nonprofit organization has a system in place that allows individuals to report financial misconduct, without consequence for doing so (commonly referred to as a "whistle blower policy").		
7.3	**Stewardship**	**Score**	**Comments**
	The nonprofit organization complies with and seeks to exceed all legal, financial, and reporting requirements.		
	The nonprofit organization adheres to and promotes sound accounting principles that ensure fiscal responsibility and public trust.		
	The nonprofit organization's board members have a very solid understanding of how to read and interpret financial statements.		
	Investments are reviewed at least annually for compliance with investment policies.		
	Cash flow is actively managed.		
	The nonprofit organization has established board policies for the funding and size of a financial reserve.		

		Score	Comments
	Fiscal sponsorship for another nonprofit organization is undertaken only after board approval and with full knowledge of related legal obligations and liabilities.		
7.4	**Reporting**	**Score**	**Comments**
	The nonprofit organization generates accurate and relevant financial reports that include the comparison of actual to budgeted revenue and expense with any significant variances.		
	Financial reports are provided to the board for regular review and discussion, at least on a quarterly basis.		
	The nonprofit organization generates monthly financial reports for management that includes: Statement of Activities, Position, Cash Flow and a Comparative of Actual to Budgeted Expenses.		
7.5	**Auditing Procedures**	**Score**	**Comments**

	External auditing procedures are in place in accordance with the following (these apply unless exempted by law):
	  • If total revenues are $500,000 or above, there is an annual external audit performed by an independent, qualified, Certified Public Accountant.
	  • If revenues are between $100-$500,000, there is an annual review by an independent, qualified, Certified Public Accountant, with an audit every three (3) years.
	  • If revenues are under $100,000, there is an annual review by an independent, qualified, Certified Public Accountant.		

	The board has an audit committee:
	  • If total revenues are $500,000 or above, the audit committee is separate from the finance committee with no overlapping members and at least one (1) member having financial expertise.
	
	  • Under $500,000, the audit function could be combined with the finance committee, with at least one (1) member having financial expertise.		

	Audit and audit/finance committees meet annually with the auditor for review and report of recommendations to the full board.		
	The board engages the auditor; receives financial literacy training.		
	The appropriate Form 990 is filed annually following review and signature by the CEO/ED certifying its accuracy and completeness.		

8. KNOWLEDGE AND OPERATIONAL MANAGEMENT		
Data, collected and analyzed regularly, is essential to the evaluation of the progress of an effective nonprofit organization. Data and evaluation inform effective planning and decision-making. The processes that assure effective knowledge management will also assure effective operations.		
8.1 **Operational Planning**	**Score**	**Comments**
The nonprofit organization has a critical mass of expertise in operational planning, or efficiently uses external, sustainable, highly qualified resources.		
The nonprofit organization develops and refines a concrete, realistic, and detailed operational plan.		
The operational plan is tightly linked to the strategic plan and is systematically used to direct operations.		
8.2 **Organizational Process, Use and Development**	**Score**	**Comments**
A robust, lean, and well-designed set of processes (e.g., decision making, planning, reviews) are in place in all areas to ensure effective and efficient functioning of the nonprofit organization.		
Organizational processes are widely known, used and accepted, and are key to ensuring full impact of the nonprofit organization.		
Monitoring and assessment of operational processes and systematic improvements are made continually.		
8.3 **Decision-Making Framework**	**Score**	**Comments**
Clear, formal lines/systems for decision-making exist that involve as broad participation as practical and appropriate, along with dissemination/interpretation of the decision.		
8.4 **Organizational Design and Coordination**	**Score**	**Comments**
The organizational chart is complete and reflects current reality. If there are multiple organizational entities (e.g., headquarters, regional and local entities), their roles and responsibilities are formalized, clear and complement each other.		
Relationships are dictated by organizational needs rather than hierarchy or politics.		

8.5	Organizational Performance, Analysis and Program Adjustments	Score	Comments
	Comprehensive internal and external benchmarks are part of the culture and are used by employees in target-setting and daily operations.		
	There exists a high awareness of how all activities rate against internal and external "best practice" benchmarks.		
	There exists a systematic practice of making adjustments and improvements on the basis of benchmarking.		
8.6	Financial Operations Management	Score	Comments
	Robust systems and controls are in place governing all financial operations and their integration with budgeting, decision-making and the setting of organizational objectives/strategic goals.		
	Key personnel are familiar with the nonprofit organization's financial reports and understand how their own areas of responsibility relate to them.		
	Directors of departments and programs, where they have budgetary responsibility, are actively involved in the budgeting process and regular review of budget progress.		
8.7	Physical Infrastructure: Buildings, Office Space and Equipment/Furnishings	Score	Comments
	The physical infrastructure is well-suited to current and future needs and is in compliance with all federal and state regulations (e.g., fire, safety, OSHA, ADA, etc.).		
	The physical infrastructure is designed to enhance organizational efficiency and effectiveness (e.g., especially favorable locations for clients, employees and volunteers; plentiful team office space encourages teamwork; layout increases critical interactions among staff).		
	The operating budget includes funding to support the nonprofit organization's office equipment/furnishing needs.		
8.8	Knowledge Management	Score	Comments
	The nonprofit organization has a well-designed and comprehensive system that integrates information technology and physical infrastructure to maximize the nonprofit organization's effectiveness.		
	The nonprofit organization has the ability to capture, document and internally disseminate knowledge in all relevant areas.		
	All staff are aware of these systems, are knowledgeable in their use, and make frequent use of them.		

8.9	Technology, Applications, Networks, and E-mail	Score	Comments
	The nonprofit organization has a technology plan (including security and backup needs) that is integrated into the strategic plan and the operational budget, and is evaluated annually.		
	Sufficient resources are allocated to train board, staff, and volunteers in the use of technology equipment.		
8.10	**Website**	**Score**	**Comments**
	The nonprofit organization has a well-planned website that reflects its vision, mission, and values.		
	The nonprofit organization's budget supports the development, maintenance, and updating of the website.		
	The nonprofit organization regularly evaluates the website for user-friendliness and the depth and quality of information it provides.		
	The nonprofit organization's website links to appropriate resources related to the nonprofit organization's issues and topics.		
	The website is a tool that helps the nonprofit organization communicate its programs and services, and generates human and financial resources.		
8.11	**Databases and Management Reporting Systems**	**Score**	**Comments**
	The nonprofit organization has a high level of ability to track various organizational needs (clients, volunteers, staff, program outcomes, and financial information).		
	The nonprofit organization has information systems in place that provide timely, accurate, and relevant information.		

9. EXTERNAL RELATIONS, PUBLIC RELATIONS, AND COMMUNICATIONS		
An effective nonprofit organization must be able to efficiently and effectively communicate with both internal and external stakeholders in order to convey its messaging, as well as to market its goods, services, and influence on community affairs and public policy.		
9.1 **Communications Strategy**	**Score**	**Comments**
The nonprofit organization has internal communications and processes that assure organizational focus, maximum staff engagement, and innovation.		
The nonprofit organization has an external communications strategy that is relevant, timely, and reflective of stakeholder values and interests, thereby furthering its vision, mission, and values.		
The nonprofit organization has created high quality print and web collateral materials reflective of its vision, mission, and values.		
Print and web materials adhere to clear branding standards for font, color, logo placement, etc.		
9.2 **Communication Outreach and Effectiveness**	**Score**	**Comments**
There exists a process for regular evaluation of all communication activities that measures the impact of messaging and tools on the target audience.		
9.3 **Public Relations and Marketing**	**Score**	**Comments**
The nonprofit organization is fully aware of how public relations/marketing activities help to achieve its mission and advance its vision.		
There exists a broad pool of nonprofit public relations/marketing expertise and experience within the nonprofit organization, or there is efficient use of external, sustainable, highly-qualified resources.		
9.4 **Partnerships and Alliances**	**Score**	**Comments**
The nonprofit organization strategically identifies, cultivates, and maintains individual and organizational relationships that are mission-driven and mutually beneficial.		
The nonprofit organization has a strong volunteer board that works effectively with the CEO/ED in leveraging connections to the larger community.		
The nonprofit organization actively pursues opportunities to support and/or collaborate with others to ensure effective use of philanthropic resources.		
9.5 **Local Community Presence and Involvement**	**Score**	**Comments**
The nonprofit organization is widely known and respected within the larger community.		
The nonprofit organization is recognized as being actively engaged with and responsive to the community.		
The nonprofit organization engages members of the larger community of influence in support of the nonprofit organization's mission (e.g., board participation, fundraising, volunteer service, etc.).		

10. PUBLIC POLICY AND CIVIC ENGAGEMENT			
An effective nonprofit organization understands the importance of engaging in public policy education and related activities that further its mission and advocate on behalf of those it serves.			
10.1	**Government Relations Activities**	**Score**	**Comments**
	The nonprofit organization has a written plan on its public policy activities that includes public education on issues, government relations, advocacy, and lobbying; the plan includes defining how decisions are made and what resources will be devoted to policy work.		
	The nonprofit organization's staff and volunteers have a clear understanding of the definitions of government relations, advocacy, and lobbying.		
	The board is responsible for the identification of key issues pertinent to the nonprofit organization's mission and approves a plan for addressing them that includes constituent perspectives.		
10.2	**Advocacy**	**Score**	**Comments**
	The nonprofit organization actively advocates on behalf of its vision, mission, values, and constituency through its external communications activities and publications.		
	The nonprofit organization involves its volunteers and constituency in its advocacy efforts.		
10.3	**Lobbying**	**Score**	**Comments**
	Lobbyists engaged by the nonprofit are registered with the appropriate governmental agency in the jurisdiction in which the nonprofit organization is situated.		
	The nonprofit board considers both the 501(h) election and the "insubstantial part" rule related to lobbying expenditures to decide which is most appropriate for the nonprofit organization.		
	Nonprofit organizations engaged in lobbying file accurate and timely reports on their lobbying activities with the IRS, and other governmental entities as required.		
	No federal funds are utilized in the nonprofit organization's lobbying activities.		
10.4	**Civic Engagement**	**Score**	**Comments**
	The nonprofit organization assists its constituencies in developing skills and learning about opportunities for public and civic engagement.		
	The nonprofit organization understands that in promoting public participation, its activities must be nonpartisan.		
	The nonprofit organization, where appropriate, seeks collaborations and partnerships around policy issues to strengthen impact on public policy.		