

## Application Information

**Deadline: 5:00 PM, Friday, April 20, 2018**

### Overview

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We believe that strong nonprofits can change the world. The Nonprofit Coordinating Committee of New York (NPCC) celebrates nonprofits that inspire the entire nonprofit community to develop excellent management practices that help us achieve the vision and mission of our organization. NPCC's New York Community Trust Nonprofit Excellence Awards program provides an opportunity for all nonprofits to assess their management practices in a 360-degree review and recognizes those with innovative and replicable management practices. The Awards are presented annually to New York City area nonprofit organizations to not only recognize and promote their management excellence, but also to highlight best practices that help nonprofits better serve their communities and achieve their missions. The 2018 Awards mark the 12<sup>th</sup> year of this widely-recognized program.

### Changes to the Awards Program

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NPCC is committed to an Awards process that encourages diverse, curious, and equitable nonprofits to apply and succeed. In advance of the 2018 Awards, we made significant changes to the program in an effort to recognize a diversity of nonprofits, and those nonprofits that actively engage in learning, curiosity, and equity in all of their management. These changes include:

- **The Nonprofit Excellence Awards will be a one-day conference.** New York City currently does not hold an annual conference on nonprofit management practices. NPCC is shifting our culminating Best Practices Workshop from a half-day event with a two hour panel, to a one-day conference, focusing on each of the [Eight Key Areas of Nonprofit Excellence](#) that guide the Awards. The conference will incorporate our [Pathways to Excellence workshops](#), traditionally offered in the months following the Awards panel and presentation. We believe a conference is the best way for our community of nonprofits to share best practices, connect with each other, and learn from one another. Winners, including the chief executive and board chair, will be expected to participate in this conference, and will be recognized at a cocktail reception following the conference. All are welcome, whether applicants for the Awards or not, and we hope that everyone will attend this conference in order to promote greater learning and connectivity amongst New York City area nonprofits.
- **The Awards prizes will be diversified.** In the past, we have offered three Awards totaling \$50,000 in prize money. Although the vast majority of applicants tell us the assessment and learning is the most critical benefit of the Awards process, we know that cash prizes are useful to nonprofits. We want to recognize those applicants that may not make the final rounds of our selection process, but who nonetheless have instituted practices in some of the *Areas of Excellence* that shine brightly and offer lessons to other nonprofits. We also know that each of the *Eight Key Areas of Excellence* cannot be siloed from another, so we will continue to honor the nonprofit that demonstrates intersecting best practices in all *Eight Areas* with our prize for Overall Management Excellence. This year, we will be offering **nine** Awards: one \$10,000 Award for Overall Management Excellence, and eight \$5,000 Awards for the nonprofits with the most outstanding management practices for each of the Eight Key Areas of Nonprofit Excellence. It will be possible for one organization to win in one or more categories, although our ultimate goal is to recognize as many nonprofits as possible. Winning organizations may also receive scholarships for tuition at [Columbia Business School Executive Education Programs in Social Enterprise](#).

Sponsored By:

- **We will offer expert coaching and feedback for all applicants.** All applicants will have the opportunity to get feedback at three stages of the process: after they submit a Part One Application, and after they submit a Part Two Application, and after they attend an in-person interview. Additionally, all applicants, regardless of the point in the process in which their application ends, can receive one hour of free coaching and feedback from a Selection Committee member.
- **Applicants will receive complimentary access to five NPCC workshops on nonprofit management.** To encourage learning and implementation beyond the Awards program, we will be offering all applicants access to five free NPCC workshops that can be used at any of NPCC's 50+ nonprofit management [workshops](#) offered throughout the year.

## **Collaborators & Supporters**

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The Awards are a program of NPCC. NPCC manages this program in collaboration with The New York Community Trust and The Clark Foundation. WNYC is the media sponsor. Additional financial and in-kind support is provided by Ford Foundation, JPMorgan Chase, RSM US LLP, Philanthropy New York, and Columbia Business School Executive Education Programs in Social Enterprise.

## **Eligibility**

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The Awards competition is open to any 501(c)(3) nonprofit organization based in the **New York City area: Manhattan, the Bronx, Brooklyn, Queens, Staten Island, Nassau County, Suffolk County, and Westchester County.** National and international nonprofit organizations based in the New York City area are eligible, but can only apply if management activities are focused in the New York City area. Local chapters/affiliates of national or international organizations must be operating under their own 501(c)(3) status and must demonstrate local control over their finances and operations and have a local governing board.

Applications are welcome from **organizations of all budget sizes, relatively new or well-established organizations, and any type of operating 501(c)(3) nonprofit, regardless of its mission.** Organizations do NOT need to be members of NPCC to apply. In reviewing applications, the Selection Committee will take into account the management resources available to each organization in terms of funding, staff and volunteers. Start-up nonprofits are eligible, but the application and Awards process focus on management track record and results, not future plans. Organizations must also operate with the highest integrity, have a good reputation in the field, and foster equitable, anti-oppressive work environments.

### **The following organizations are not eligible to apply for the Awards:**

- Foundations and organizations whose sole mission is to make grants.
- Organizations that have received a Nonprofit Excellence Award within the last three years (e.g., 2017, 2016, and 2015 award-winners).
- Organizations that have discriminatory policies and/or practices on the basis of race, color, national origin, age, ability, gender, gender identity, immigration status, marital status, familial status, parental status, military status, HIV status, religion, sexual orientation, or genetic information.

Organizations employing [board members](#) of NPCC are eligible to apply; however, that NPCC Board member will be recused from conversations about the selection process and any ancillary discussion about the Awards process in all board meetings and board committee meetings. That NPCC Board member will not be eligible to sit on the Awards Selection Committee during any year that their employing organization applies.

**NPCC reserves the right to, at any time during the application process, deem an application ineligible for consideration due to fraud, misrepresentation, bad acts of any kind, questionable financial management, or any compromise of integrity that calls into question that applicant's truthfulness and candor regarding their organization's management and programmatic practices.** NPCC engages in a professional assessment of applicants' documents submitted, and engages in online research and background checks for all applicants. NPCC engages in further due diligence on a case-by-case basis. Factors considered in determining an applicants' eligibility also include: an applicants' reputation and feedback from employees or partners on Glassdoor and similar websites.

The competition is free to all applicants.

## **The Awards**

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**Nine prizes totaling \$50,000 will be awarded: \$10,000 to one winner for Overall Management Excellence, and eight \$5,000 Awards for the nonprofits with the most outstanding management practices for each of the [Eight Key Areas of Nonprofit Excellence](#).** It will be possible for one organization to win in one or more categories, although our ultimate goal is to recognize as many nonprofits as possible. Winning organizations may also receive scholarships towards tuition at the Columbia Business School Executive Education Programs in Social Enterprise.

**Winning organizations – represented by their chief executive and board chair – are required to participate in the Inaugural Excellence in Nonprofit Management Conference and Awards Ceremony, to be held in December 2018 (date TBD),** which will feature panelists of experts, applicants, and winners discussing management strengths and strategies identified through the selection process. Winners will be celebrated at a cocktail reception at the conclusion of the conference.

## **Selection Process**

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Winners will be chosen after a three-stage selection process: a Part One written application which incorporates a pre-application Readiness Assessment, an invitation-only Part Two written application, and an invitation only in-person interview. The Awards Selection Committee is an all-volunteer, expert group selected by the program's Management Committee which is made up of representatives of NPCC, The New York Community Trust, and The Clark Foundation.

Winning organizations must demonstrate excellence in multiple [Areas of Nonprofit Excellence](#) and provide concrete examples of a culture of learning, curiosity, and equity. **The Selection Committee for these Awards is firmly committed to judging all applicants fairly, recognizing that small, medium, and large nonprofits may have different practices and achievements that define excellence. NPCC is committed to eliminating explicit and implicit bias from the consideration of applications, and to ensuring that equity is present at all stages of the application process. Past winners have included small, mid-sized and large organizations and we are committed to further diversifying the pool of winning organizations.** All information submitted for consideration remains confidential to Selection Committee members and staff managing the Awards.

### **Part One (Open to All Eligible 501(c)(3) Nonprofits)**

The Part One Application consists of a Readiness Assessment (a 40-question, online, multiple-choice assessment to determine readiness to apply to the Awards), Application Questions (focusing on competency in each of the [Eight Key Areas of Nonprofit Excellence](#)), a detailed cover sheet and checklist, and supplemental documentation as outlined below. NPCC staff review all applications to ensure their eligibility and whether applications reflect practices that fulfill the threshold standards of all *Eight Key Areas of Nonprofit Excellence*.

### **Part Two (Invitation Only)**

After the Selection Committee reviews eligible Part One Applications, a maximum of 16 Finalists will be selected for further consideration. The Finalists will be invited to submit a Part Two Application which focuses on a deeper exploration of the particular area of management excellence that the Finalist scored the highest. The winners of each individual *Key Area of Nonprofit Excellence* will be selected from this pool. Applicants will be notified whether or not they qualify for Part Two of the competition by July 12, 2018.

### **In-Person Interview (Invitation Only)**

The top 3 applicants who, are the highest overall aggregate scorers of the Part One application will be further prepared for an in-person interview which will explore their organization's culture of learning, curiosity, and equity. The Overall Excellence in Management prize winner will be selected from this pool. Applicants will be asked to present to a team of Selection Committee members at **either 9:30 am, 12:30 pm or 3:00 pm on Wednesday, October 3, 2018; please hold these time slots for all staff and board members who might attend the in-person interview.** Meeting locations will be confirmed at a later date.

The winners for each individual *Key Area of Nonprofit Excellence* will be determined solely through the scoring of written application materials.

Finalists will be notified whether or not they have been selected as a winner by October 12, 2018.

## **Identifying Nonprofit Excellence**

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The Awards Selection Committee evaluates applicants based on how their management policies, practices and strategies contribute to their success and what other organizations can learn from these practices. They assess applicants by looking for excellence, innovation, and replicable management practices in the [\*Eight Key Areas of Nonprofit Excellence\*](#):

- (1) Overall management focus on results and impact
- (2) Governance structure moves the organization forward
- (3) Financial management is strong, transparent, and accountable
- (4) Organization is diverse, equitable, and inclusive
- (5) Human resources are valued and developed
- (6) Use of information technology (IT) systems improves efficiency and advances mission
- (7) Communications are strategic, effective, and build brand
- (8) Fundraising and resource development are strategic, donor-centered, and effective

The Selection Committee further evaluates the culture within all applicants through an assessment of how applicants foster learning, curiosity and equity within their organizations.

The Awards identify and promote excellent management practices that provide replicable examples for other nonprofits. **Applicants must document strength, innovation, and replicability in more than one of the [\*Eight Key Areas of Nonprofit Excellence\*](#).** The questions in this application are designed to surface information about the management practices, their design and implementation, and their results. The strongest applications are from those organizations where staff, board, and other stakeholders all invest in the discussion and reflection about management practices prior to and during completion of the application.

The Selection Committee also considers factors such as the results of an assessment of the applicant's financial information, due diligence research into the applicant's engagement with employees and culture, and information received through a background check with the New York City Department of Investigation and New York Attorney Generals Office. This information is gathered throughout the process through online and follow-up research, as necessary, and assessment of submitted documentation.

## **Applicant Feedback**

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We encourage a culture of feedback. Therefore, we have expanded our applicant feedback opportunities as follows:

- (1) All applicants can receive, prior to the application deadline, assistance, support and feedback on drafts of responses from NPCC staff. We will prioritize providing feedback to newer organizations with smaller budgets in an effort to reduce the application barriers for those organizations. We will also continue to offer our in-person and on-line [Application Clinics](#). Organizations must arrange a time for, and receive, feedback on application materials no later than 4 business days prior to any application deadline: April 16, 2018 for Part One and August 13, 2018 for Part Two.
- (2) Organizations completing the Readiness Assessment, but which have not yet applied, receive a Readiness Assessment score and resources aimed at improving management practices in all areas as a part of taking the Readiness Assessment. These organizations are also eligible for the assistance, support, and feedback mentioned in (1) above should they decide to submit an application.
- (3) NPCC will review all summaries of Selection Committee comments and scoring for Part One, Part Two, and the in-person interview, and offer individualized feedback to applicants at each stage of the

process to which they advance. After receiving individualized feedback an applicant is eligible to then identify their top three areas of management needs and NPCC will match them to a Selection Committee expert who will provide one hour of direct feedback and support. Applicants may not get their first choice, but NPCC will make best efforts to accommodate applicant preferences. Contact information and instructions regarding feedback will be included in a notification email sent to applicants. Direct feedback from a Selection Committee expert must be completed no later than November 30, 2018.

- (4) All applicants, regardless of scores or advancement through the process, will receive tickets for five free NPCC [workshops](#) offered in the coming year. NPCC's workshops focus on the [Eight Key Areas of Nonprofit Excellence](#), and are continuing education and professional development for all staff. Any staff person from the applicant's organization can attend any available workshop.

## HOW TO APPLY

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### Content

This application is designed to give considerable flexibility for applicants to tell their management story. **In formulating responses, applicants should bear in mind that the Awards competition focuses on management (including program management), as opposed to program content.** Discussion of program content should be limited, and should enhance the explanation of management practices. For instance, *"We incorporated new IT, data tracking and communications strategies to serve clients at our food bank to allow them to make their choices online and schedule their pick up time, rather than requiring in-person requests for food, thus enabling our organization to serve more people more efficiently, with less waste,"* is an example of using program information to explain an excellent management practice. It is also expected that applications will reflect management **results**, not only process. Responses to application questions should describe a practice and focus on **improvements in the organization's operations or progress toward achieving its mission as a result of this exemplary management practice.**

### Applying Online

Go to <https://www.npccny.org/nonprofit-excellence-awards/> to apply online. Each organization must register to apply. The application portal allows applicants to begin their work, save it, and return to it at a later time. Responses to the application questions can also be written offline and then pasted into the online application. Responses are limited to 5,000 characters (including spaces) per question.

### Supporting Documents

In addition to the nine questions, **applicants must submit supporting documents (see page 7) by uploading them in the application portal.** Applicants not able to upload supporting documents can email them to [jtaylor@npccny.org](mailto:jtaylor@npccny.org) with a note indicating that the rest of the application was submitted online. *Applications missing required supporting documents will **NOT** be considered. Do **NOT** send brochures, books, videotapes, manuscripts or other unrequested materials.* These will not be reviewed or returned.

### Deadline

All materials must be received by **5:00 PM on Friday, April 20, 2018.**

### Questions?

Review the Nonprofit Excellence Awards [Frequently Asked Questions](#) or attend an [Application Clinic](#). For questions about the process or eligibility criteria, contact Joseph Taylor, NPCC Education and Training Manager, at [jtaylor@npccny.org](mailto:jtaylor@npccny.org) or (646) 893-2441.

**The 2018 New York Community Trust Nonprofit Excellence Awards**  
A program of the Nonprofit Coordinating Committee of New York

**Note:** This page must be completed and submitted with your application.

**PART ONE APPLICATION COVER PAGE**  
**(Deadline: 5:00 PM, Friday, April 20, 2018)**

**Name of Organization:** \_\_\_\_\_

**Based in:**  **New York City Area** (this is required; see "[Eligibility](#)")

**Primarily Serves** (check all that apply):

- NYC Area** (5 boroughs, Nassau, Suffolk, Westchester Counties)  **National Constituency**  
 **International Constituency**  **Other** \_\_\_\_\_

**Type (e.g. Arts, Healthcare, Environment, Youth Development, etc.):** \_\_\_\_\_

**Address:** \_\_\_\_\_

**City:** \_\_\_\_\_ **State:** \_\_\_\_\_ **Zip:** \_\_\_\_\_

**Telephone:** \_\_\_\_\_ **Website:** \_\_\_\_\_

**Facebook Page:** \_\_\_\_\_ **Twitter Handle:** \_\_\_\_\_

**Primary Contact Person's Name, Title, Email Address & Phone Ext.:** \_\_\_\_\_

**Executive Director's Name, Email address & Phone Ext.:** \_\_\_\_\_

(If different from the Primary Contact. Please provide contact information for more than one person in your organization)

**Finance Manager's Name, Email Address & Phone Ext.:** \_\_\_\_\_

**Communications Manager's Name, Email Address & Phone Ext.:** \_\_\_\_\_

**Number of Paid Staff Members: Full-time #:** \_\_\_\_\_ **Part-time #:** \_\_\_\_\_

**Number of Volunteers (excluding Board members):** \_\_\_\_\_

**Number Serving on your Board of Directors:** \_\_\_\_\_

**Organization Began Operations In (year):** \_\_\_\_\_

**Most Recent Fiscal Year Ended (date):** \_\_\_\_\_

**Total Revenues for that Year:** \_\_\_\_\_

**Total Assets:** \_\_\_\_\_

**Excess (deficit) of support and revenue over expense in most recent fiscal year:** \_\_\_\_\_

**Mission Statement:**

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**Organizational Description:**

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**REQUIRED SUPPORTING DOCUMENTS:**

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- Completed **cover page**.
- Completed **Readiness Assessment**. (*Note: Will not be shared with Selection Committee.*)
- Completed **Application** (responses to questions).
- Completed **Application Checklist**.
- A list of the **Board of Directors** and their organization affiliations.
- If the organization is required to obtain an annual audit, include the **latest audited financial statement**.
  - NY State nonprofits with revenues above \$500,000 (other than religious congregations) that solicit funds from the public are required to have an annual audit.
  - Organizations with revenues between \$250,000 and \$500,000 are required to have an annual independent accountant's review report and financial statements with accompanying notes.
  - Organizations with revenues below \$250,000 should submit the most recent internal financial statement.
- If applicable, include any **management letter** or other formal communications from the auditor. If this letter reflects any material deficiencies, please provide a copy of the organization's response to this letter sent to your auditor.
- If the most recent audit (or financial review) covers a period that ended prior to February 28, 2018, provide an **interim financial statement (statement of income and expenses and balance sheet)** covering the period through February 28, 2018.
- Organizational budget for the current fiscal year**.
- Most recent IRS Form 990**, including all schedules.
  - Organizations with revenues above \$200,000 or total assets greater than \$500,000 must file Form 990. Private Foundations must file Form 990-PF.
  - Organizations with revenues between \$50,000 and \$200,000 and total assets less than \$500,000 must file Form 990-EZ (but may choose to file a Form 990).
  - Organizations with revenues below \$50,000 must file Form 990-N (but may choose to file a Form 990 or Form 990-EZ).
- IRS 501(c)(3) determination letter**.
- Organizational chart**.

**Applications missing any of these documents will NOT be considered.**

## **PART ONE QUESTIONS (Deadline: 5:00 PM, Friday, April 20, 2018)**

Limit answers to no more than 5,000 characters per question. Answer questions in **boldface**. Questions not in boldface raise issues that should be considered in responses where relevant; however, they are not required. **Be specific: describe examples of actual, existing management policies and practices, and only include those results that relate directly to the management policies and demonstrate success or results after a specific management shift or decision.** Emphasize areas of excellent practice within your organization that represent excellent, sustainable, innovative and/or replicable practices from which other nonprofit organizations might benefit. (Consult [Eight Key Areas of Nonprofit Excellence](#).)

- (1) How does your organization use program and organizational results to inform its management practices? Cite at least one example of how defining, tracking, and reviewing results has led to a measurable improvement in your organization.**

When answering, consider:

- a. How does the organization's mission, vision, and theory of change impact your management?
- b. How are program outcomes defined, verified, tracked, reviewed and reported?
- c. How regularly are results reviewed internally, and by whom?
- d. How do you plan strategically and what types of planning do you do?

- (2) How does your board add value to your organization and help it perform better? What impact has this had on the organization and how do you know that?**

When answering, consider:

- a. How does your board identify, assess, and mitigate risk?
- b. What management practices does your organization undertake as a result of risk management processes?
- c. How does the organization evaluate board performance and their impact on your organization? For individuals? The entire board? board committees?
- d. How does your board engage in generative conversations about vision and strategy?

- (3) How does your organization think strategically about finances? How does that support your mission and integrate with other key areas of management?**

When answering, consider:

- a. How are financial considerations incorporated in major decision-making?
- b. What are the roles of your board and senior staff in setting financial expectations and goals, creating, approving, reviewing, and revising your budget annually and throughout the year?
- c. How does your budget planning incorporate operating, capital and cash flow needs?

- (4) How are your organizational definitions of "diversity," "equity," and "inclusion" translated into practice?**

When answering, consider:

- a. How do these definitions inform how your organization assesses and addresses changing needs and emerging challenges within the constituencies, communities, and issue areas you serve?
- b. How do you track progress?
- c. How do your board, staff, volunteers and/or service delivery policies and practices embody these definitions of diversity, equity, and inclusion?

- (5) How does your organization cultivate and foster an inclusive and equitable work place?**

When answering, consider:

- a. How do your hiring and supervisory practices result in equitably hiring and supporting talented and diverse staff?
- b. How does the organization intentionally develop leadership pipelines that are equitable?
- c. How do you provide a safe and healthy work environment?

- (6) How does your organization manage your information technology resources? Please cite one example of how you regularly use technology and other resources to increase efficiency and**

**effectiveness of programs and operations, and the results of this practice. Please cite one example of how technology planning is integrated into short- and long-term strategic organizational AND program-related goals, and the results of this practice.**

When answering, consider:

- a. Is your use of technology reliable and secure?
- b. Do you establish and monitor goals for technology use and growth?
- c. Does your organization have remote-access strategies and networks?

**(7) Cite one example of a successful *external* communications strategy or campaign and its execution. How does your organization cultivate a successful *internal* communications culture?**

When answering, consider:

- a. How did this strategy or campaign involve other aspects of management (financial, development, etc.)?
- b. How did you define success when creating the campaign?
- c. Do you have communications agreements for staff? For the board?

**(8) How are your organization's fund development plans, policies, and activities designed for success? Cite one concrete example.**

When answering, consider:

- a. What roles do your board, organizational leadership, staff, volunteers, constituents or clients and community(ies) play in resource development?
- b. How have you integrated fund development into your organizational strategies, particularly around programs and finance?
- c. How is your fund development plan created, and how often is it measured and updated?

**(9) Where are you strongest? In which of NPCC's [Eight Key Areas of Nonprofit Excellence](#) are you most proud of your management practices? Why?**

When answering, remember that your management practices must be innovative, replicable, and in some way, demonstrable/measurable.

**APPLICATION CHECKLIST: Applications missing this document will NOT be forwarded to the Selection Committee for consideration.**

(1) Results

- a. Share up to three concrete data points from the last three years that you believe effectively convey your organization's results or impact:
- i. \_\_\_\_\_
  - ii. \_\_\_\_\_
  - iii. \_\_\_\_\_

(2) Board:

- a. Percentage of board members who made personal gifts last fiscal year: \_\_\_\_%
- b. Do you have Whistleblower and Conflict of Interest policies in place for Board members?  YES  NO

(3) Financial Management:

- a. # Months of cash: \_\_\_\_  
*[months of cash = total cash / (total expenses / 12)]*
- b. # Months of liquid unrestricted net assets: \_\_\_\_  
*[months of unrestricted net assets = (total unrestricted net assets – P&E net of depreciation-P&E debt) / (Total expenses / 12)]*
- c. # Months of board-designated unrestricted net assets: \_\_\_\_  
*[months of board-designated unrestricted net assets = board-designated net assets / (total expenses / 12)]*
- d. Are financial statements audited, reviewed, or compiled (select one)? \_\_\_\_\_
- e. Did auditor report any deficiencies or other management comments?  YES  NO

(4) Diversity, Equity, Inclusion:

- a. Do you have a written diversity policy and/or affirmative action plan in your bylaws or employee handbook?  
 YES  NO
- b. Please complete this diversity composition chart for your organization. **Please provide # and %.**

		Staff		Board		Volunteers		Other: _____	
		#	%	#	%	#	%	#	%
<b>Gender:</b>	Male								
	Female								
	Transgender								
	Gender Non-Conforming								
	Other/Self-identify								
<b>Race/ Ethnicity:</b>	Asian								
	Native American								
	Black/African American								
	Caucasian, Non-Hispanic								
	Hispanic/Latino								
	Other								
<b>Age:</b>	0 – 18								
	18 – 40								
	41 – 65								
	65 +								
<b>Sexual Orientation</b>	Lesbian								
	Gay								
	Bisexual								
	Heterosexual								
	Queer								
	Other/Self-identify								

**Ability**

Hearing impairment								
Physical disability								
Mental disability								
Visually impairment								
Other								

**(5) Human Resources**

- a. Are there job descriptions for all positions?  **YES**  **NO**
- b. Are there annual performance reviews for all positions?  **YES**  **NO**
- c. Do you have Whistleblower and Conflict of Interest policies in place for staff?  **YES**  **NO**
- d. Do you have an employee handbook?  **YES**  **NO**

**(6) Information Technology**

- a. Is there a designated staff person responsible for updating software and hardware?  **YES**  **NO**
- b. Do you use a CRM (customer relationship management) or database management software?  **YES**  **NO**
- c. Do you have a disaster recovery plan?  **YES**  **NO**
- d. Do you have a document retention and destruction policy, including electronic files?  **YES**  **NO**

**(7) Fundraising**

Please provide a % breakdown of sources of funding for the most recent audited year:

<b>Funding Source</b>	<b>%</b>	<b>Funding Source</b>	<b>%</b>
Government		Major Donors	
Corporate		Annual Appeal	
Foundation		Other:_____	
Special Event(s)		Other:_____	

**(8) Communications**

- a. Do you use a web tracking tool to monitor activity on your website?  **YES**  **NO**
- b. Do you have a social media policy in place?  **YES**  **NO**
- c. Do you track social media activity on a regular basis?  **YES**  **NO**
- d. Do you have a press/digital media strategy in place?  **YES**  **NO**