

Accreditation Application Form

READ THIS SECTION FIRST

General Instructions

This application is designed to collect information about how your organization is implementing the Standards for Excellence®: An Ethics and Accountability Code for the Nonprofit Sector. The responses in this application and the materials submitted are considered confidential information, will not be subject to public inspection, and will be viewed only by Institute staff and individuals involved in the review process (peer reviewers, committee members). All staff, peer reviewers, and committee members are required to sign confidentiality and conflict of interest statements specific to each organization reviewed. Only organizations that have successfully completed the review process will be publicly announced. If we find your practices particularly exemplary, we may ask your permission to share specific items on your behalf with other member organizations which are part of the Standards for Excellence network.

About the Questions

The questions below are in three forms: Yes/No Description or Narrative File Upload. Your answers to these questions will be judged according to the benchmarks and measures included in the self-assessment tool. The reviewers use the same measures to evaluate your responses. You must provide a response to all questions. Your responses will be used to evaluate your organization's adherence to the Standards, so provide full and complete responses. Incomplete applications will be returned to the applicant. If one or more of the Standards benchmarks is not applicable to your organization, please respond N/A along with an explanation of the special circumstances that make it not applicable to your organization. For questions which require a file upload, upload a document that includes your explanation. For questions which request a narrative answer, please try to keep responses to 1,000 words or less. The one exception may be the program evaluation section, which could require a more substantive answer, depending on the number of programs offered by the organization. In Section 2, you will be asked to attach board minutes for the past fiscal year, along with any board minutes from previous years which document board review or approval of policies or procedures required in this application. If a given policy has not been reviewed or approved in the past two years, there is no need to attach the minutes. Simply indicate the date of approval in the space provided for each policy.

Mechanics

You may move freely throughout the form, because no responses are required. However, before you submit your application, ensure that you have provided a response to each question. Each question will allow you to upload one file. We strongly encourage you to upload PDF files instead of Word, Excel, or other software which may not be accessible by our volunteer reviewers. If you do not have Adobe Acrobat, there are several free PDF creators available online to choose from. As you're working on the application, make sure you have saved your responses before closing your browser window.

ABOUT YOUR ORGANIZATION

Basic Information

Legal Name

Abbreviations, Acronyms, or Doing Business As

Employee Identification Number (EIN)

Website

Street Address

City

State

- Alabama
- Alaska
- Arizona
- Arkansas
- California
- Colorado
- Connecticut
- Delaware
- District of Columbia
- Florida

... 31 additional choices hidden ...

- South Dakota
- Tennessee
- Texas
- Utah
- Vermont
- Virginia
- Washington
- West Virginia
- Wisconsin
- Wyoming

Zip

Phone

Total Operating Budget (round to the nearest dollar)

Number of full time paid staff

Number of part time paid staff

Number of volunteers (not including board members)

Fiscal Year

How did you hear about us?

- One of our Replication Partners _____
- A Standards for Excellence Licensed Consultant
- A Standards for Excellence Volunteer
- A training program _____
- A colleague or friend
- Web search
- Other, please specify... _____

Disclosures

Are there currently, or have there been in the last five years, any lawsuits or formal administrative complaints (such as Equal Employee Opportunity Commission, complaint pending before a regulatory body) brought against the organization?

- Yes
- No

Lawsuit Disclosure

If so, attach a description of any such lawsuits or administrative complaints (or any pending administrative complaints or lawsuits). Address the following: involvement of senior staff as subjects of lawsuit(s) board involvement responding to the lawsuit(s) finding of liability or guilt

Has your organization been the subject of any negative or unfavorable print or electronic media in the last year?

- Yes
- No

Media Disclosure

If yes, please attach a copy of the media along with a description of the organization's response.

Is there any other information that the Standards for Excellence® reviewers should know about the organization which may affect if it will continue to stay in business in the future?

- Yes
- No

Sustainability Disclosure

If yes, please provide a full disclosure of this information.

Required Attachments

Articles of Incorporation

Attach the organization's Articles of Incorporation along with any associated Articles of Amendment.

IRS Determination Letter

Attach a copy of the organization's IRS determination letter or other document describing your organization's tax exempt status.

State Charity Registration

If required in the states where you fundraise, attach a copy of the letter certifying your registration with the State Charities Office (e.g., Attorney General, Secretary of State) is current/in good standing.

List the states where the organization currently solicits donations.

Bylaws

Attach the organization's bylaws.

Annual Report

If published, attach a copy of the organization's most recent published annual report.

If the annual report is available online, include the link below.

Provide the date and page of the board minutes where the board approved applying for accreditation or recognition. (These minutes should be included in Section 2 of the application).

1. MISSION, STRATEGY, and EVALUATION

This section of the application is designed to collect information about the core purpose of your organization, your organization's programs, and how you evaluate your effectiveness and efficiency in meeting your mission. We will ask what you do with the data you collect from your evaluations and how this information is utilized in decision-making, in short-term planning, and in planning for the organization's future strategy and direction.

A. Mission and Impact

Type your mission statement.

Provide the date and page of the minutes where the board's most recent review can be found. This should take place every three to five years.

Type your vision statement.

Provide the date and page of the minutes where the board's most recent review can be found.

List the programs and services that the organization provides and describe how they relate to the organization's mission. Feel free to attach a document or a link to your website.

Program Description

Optional Attachment: Attach a description of your programs.

B. Planning Strategically

Describe the board and staff's involvement in short-term planning (annual planning, business planning).

Strategic Planning Documents

Required Attachment: Attach a copy of documents demonstrating the board and staff's role in short-term planning.

Describe the board and staff's involvement in long-term planning (strategy, forecasting, organizational sustainability planning).

Strategic Planning Documents

Required Attachment: Attach a copy of documents demonstrating the board and staff's role in long-term planning, including the strategic plan if available.

Provide the date and page of the minutes where the board's approval of the strategic plan can be found.

Strategic Planning Documents

Optional Attachments: Attach copies of an environmental scan, SWOT analysis, annual work plans, business plan, forecasts, etc.

1. MISSION, STRATEGY, and EVALUATION (continued)

C. Organizational Evaluation

Describe how the organization measures organizational effort (financial and human resources utilized in meeting the mission) along with the percentage of the total organizational effort devoted to each of the programs offered by the organization. The second part of your answer should include all programs listed in the Mission and Impact area and should be presented in list format. The percentages should add up to 100%. Program 1: 25% Program 2: 25% Program 3: 25% Program 4: 25%, etc.

D. Program Evaluation

For each of the programs listed previously in the application, describe the framework for how each program is evaluated, including how cost-effective the evaluation procedures are for the organization.

Describe what quantitative and qualitative data is collected.

Describe how the evaluation methods include input from program participants.

Describe how the organization measures the satisfaction of program participants.

Describe how the organization measures outcomes related to efficiency and cost effectiveness (related to the organization's mission and strategic goals)

Describe how the organization measures outcomes for program participants (related to the organization's mission and strategic goals)

Describe how the information in the program evaluations is used by the board and staff in organizational decision-making about improving, expanding, or discontinuing programs and services offered

Program Evaluation Attachment

Required Attachment: Attach samples or examples of program evaluation tools such as examples of logic models, surveys, pre- or post-tests, sample data reports, implementation planning, sample dashboards or board reports, etc. You should include enough information to provide evidence that you are practicing the processes and procedures described above.

1. MISSION, STRATEGY, and EVALUATION (continued)

E. Strategic Partnerships

Describe any partnerships you are engaged in with organizations in your community or industry. Describe how your organization decides who to partner with and on what programs or issues, including the due diligence completed. Describe how the partnerships your organization has entered into support the organization efforts to achieve its mission.

Strategic Partnerships Attachments

Required Attachment: Attach any sample memorandum of understanding or similar documentation.

Strategic Partnerships Attachments

Optional Attachment: Board policy governing strategic partnerships.

If you have attached the optional policy above, provide the date and page of the minutes where the board's approval can be found.

List any memberships in industry or sector-wide associations or organizations of which your organization is a member or participant.

2. LEADERSHIP: BOARD, STAFF, and VOLUNTEERS

This section of the application will ask you to answer questions about how the leaders of your organization contribute to its success. You will be asked to provide information about board operations, the board/staff relationship, and management functions. This section also asks you to contemplate how your leaders demonstrate cultural competency organization wide – in the organization’s culture, the policies and procedures of the organization, the management of employees and volunteers, in its programs and services, and in the way the organization interacts with its stakeholders.

A. Leadership and Governance

Governance, Fiduciary Responsibility and Board and Committee Meetings

How often does the board meet?

Who is responsible for board minutes? Describe how board and committee minutes are distributed to board/committee members and describe where board and committee minutes are stored.

Board Meeting Agendas

Required Attachment: Attach board meeting agendas for the past fiscal year.

Board Annual Calendar

Optional Attachment: Attach a copy of the board's annual board calendar.

Board Meeting Minutes

Required Attachment: Attach board minutes for the past fiscal year (at least four board meetings), along with any board minutes from previous years which document board review or approval of policies or procedures required in this application. If a given policy has not been reviewed or approved in the past two years, simply indicate the date of approval. Each required decision or action should be clearly documented in the minutes. Attach the minutes in chronological order with the oldest minutes first and the most recent minutes last.

Has the board designated decision-making authority to any committee?

- Yes
- No

If yes, to which committees has the board designated decision-making authority?

Committee Minutes

If yes, Required Attachment: If the board has delegated decision making authority to any committee, attach the committee minutes for the past fiscal year, plus any demonstrating committee review or approval of Standards for Excellence required elements. (e.g. Executive committee, Finance committee, Audit committee, etc.).

2. LEADERSHIP: BOARD, STAFF, and VOLUNTEERS (continued)

A. Leadership and Governance (continued)

Executive Supervision, Performance and Compensation

Describe the board's role in setting the executive's compensation.

Provide the date and page of the minutes where the board's most recent review of the executive's compensation can be found. This is required annually.

Describe the executive's compensation package.

Executive Contract

Optional Attachment: If there is a contract in place, attach a copy of the executive director's contract.

If this optional contract is attached, provide the date and page of the minutes where the board's most recent approval can be found.

Executive Compensation Policy

Optional Attachment: Attach a copy of the Executive Compensation Policy.

If this optional policy is attached, provide the date and page of the minutes where the board's most approval can be found.

Executive Job Description

Required Attachment: Attach the executive's job description.

Provide the date and page of the minutes where the board's most recent review of the job description can be found.

Describe the board's role in the evaluation of the executive. Does the executive provide a self-assessment as part of this process? How does the board plan for improvement on areas of growth identified in the evaluation?

Executive Evaluation Tool

Required Attachment: Attach the tool used for evaluation of the executive.

Provide the date and page of the minutes where the board's most recent evaluation of the executive can be found. This is required annually.

Describe how the board supports executive functions. Provide examples of board support for executive or staff functions such as advocacy, communications, resource development, strategy implementation or evaluation efforts. Items that may be addressed include board involvement in staff committees or examples of expertise offered by the board to staff in specific areas.

Executive Authority

Optional Attachments: Attach any board policies which grant authority to management in specific areas.

If these optional policies are attached, provide the date and page of the minutes where the board's most recent approval of the attached policies can be found.

2. LEADERSHIP: BOARD, STAFF, and VOLUNTEERS (continued)

A. Leadership and Governance (continued)

Board Effectiveness

Describe the board's self-evaluation process. How does the board plan for improvement on areas of growth identified in the evaluation?

Board Evaluation

Required Attachment: Attach the tool used for the board's self-evaluation.

Provide the date and page of the minutes where the board's most recent review of its self-evaluation can be found. This should take place at least once every two years.

Describe how board members are recruited and selected. Address how the board ensures that the board has an appropriate mix of talent, connections to the community, and diversity inclusive of the community served.

Board Recruitment

Optional Attachments: Attach any documents relevant to board recruitment such as: bylaws clause referencing nominations, recruitment documents, board member applications, governance or nominating committee descriptions, etc.

Describe how board members are oriented to their position and to the organization. Additionally, describe what educational or leadership development opportunities are offered to board members.

Board Job Description

Required Attachments: Attach a copy of the board's job description or list of expectations.

Provide the date and page of the minutes where the board's approval can be found.

Board Orientation Materials

Required Attachments: Attach the orientation agenda or materials, presentations, etc.

What is your average board meeting attendance?

Describe any active board committees and their purpose, and how often they meet.

Board Committee Descriptions

Optional Attachments: Attach any board committee descriptions or charters.

2. LEADERSHIP: BOARD, STAFF, and VOLUNTEERS (continued)

A. Leadership and Governance (continued)

Succession Planning and Leadership Development

Board List

Required Attachment: Attach a list of current board members. Clearly list all officers and provide the term-end dates for each board member.

Describe the board's role in planning for succession and transition of the board's leadership.

Board Succession Policy

Optional Attachment: Board Officer and Committee Leadership Succession Policy.

If you have attached the optional policy above, provide the date and page of the minutes where the board's approval can be found.

Describe the board's role in planning for succession and transition of the executive.

If there has been an executive transition in the past five years, describe the organization's most recent executive search and hire process.

Executive Transition

Required Attachment: Attach a copy of the organization's executive leadership succession policy or policies.

Provide the date and page of the minutes where the board's approval of the policy can be found.

Describe the executive's role in planning for leadership development and transition of the organization's key staff and volunteers.

Do all employees and volunteers have a position description outlining their work and responsibilities?

- Yes
- No

If not, provide an explanation.

If not, provide an explanation.

Board Member Independence

Are board members compensated?

- Yes
- No

If so, describe how compensation was set. (This does not include reimbursement for reasonable expenses).

Do any employees serve as a voting member of the board?

Yes

No

If so, describe how the board ensures that the employee is not in a position to exercise undue influence.

Are any board members related by blood or marriage?

Yes

No

Are any board members related to staff members by blood or marriage?

Yes

No

Board Meetings

These requirements are covered in the Governance and Fiduciary Responsibility section above.

2. LEADERSHIP: BOARD, STAFF, and VOLUNTEERS (continued)

B. Leadership and Operational Management

Executive Functions

Describe what management policies the executive has implemented to ensure the proper functioning of the organization's operations. (Many of these are requested elsewhere in this application). Describe how the executive ensures that employees and volunteers comply with organizational policies.

Supporting the Board

Describe how the executive supports the board in its functions. Provide examples of the executive's support for board functions such as governance, financial oversight, advocacy, resource development, strategy, and evaluation. This may address staff involvement in board committees or examples of expertise offered by the staff to board in specific areas.

Board Support

Required Attachments: Provide examples of information or support provided by the staff to the board or board committees such as board packets, organization or program reports, and financial information.

Describe how the organization sets compensation for its employees, including what comparative information is reviewed. (Vertically within the organization, horizontally within your industry, and generally, in relation to the economy).

Compensation Structure

Required Attachment: Attach a copy of the organizational chart and the organization's compensation structure (a table or chart outlining pay ranges and comparisons for each position or type of position at the organization).

Provide the date and page of the minutes the board's most recent review of the organization's compensation structure.

Compensation Policy

Optional Attachment: Attach a copy of the organization's compensation policy that is applicable to employees other than the executive.

If you have attached the optional policy above, provide the date and page of the minutes where the board's approval can be found.

Describe how the organization articulates the importance of volunteer contributions to the organization. Include a description of any calculations utilized in grant writing or reporting, in evaluations of program efficiency, etc.

2. LEADERSHIP: BOARD, STAFF, and VOLUNTEERS (continued)

B. Leadership and Operational Management (continued)

Organizational and Financial Sustainability

Describe how the executive assists the board in planning for the organization's future and considers what human and financial resources are necessary for organizational sustainability and mission fulfillment. The organization should demonstrate that it has a sustainability plan in place or that it has considered organizational sustainability in its planning activities (program, strategic, financial).

Sustainability Plan

Optional Attachment: Attach a copy of the organization's sustainability plan.

Managing Employees and Volunteers

Personnel Policies

Required Attachment: Attach a copy of the organization's personnel policies.

Provide the date and page of the minutes where the board's approval of the policy can be found.

Volunteer Policies

Required Attachment: Attach a copy of the organization's volunteer policies.

Provide the date and page of the minutes where the board's approval of the policies can be found.

Indicate the pages which address the following:

	Employee Policies	Volunteer Policies
Recruitment, Selection, and Hiring	<input type="text"/>	<input type="text"/>
Screening and Background Checks (if applicable)	<input type="text"/>	<input type="text"/>
Working Conditions	<input type="text"/>	<input type="text"/>
Supervision and Regular Evaluation	<input type="text"/>	<input type="text"/>
Firing and Separation	<input type="text"/>	<input type="text"/>
PTO and Leave (N/A Volunteers)	<input type="text"/>	<input type="text"/>
Benefits (N/A Volunteers)	<input type="text"/>	<input type="text"/>
Confidentiality of Employee and Organization Information	<input type="text"/>	<input type="text"/>
Grievance Procedures for Employees and Volunteers	<input type="text"/>	<input type="text"/>
Whistleblower Policy	<input type="text"/>	<input type="text"/>
Orientation and Education	<input type="text"/>	<input type="text"/>
Growth and Development	<input type="text"/>	<input type="text"/>
Evaluation	<input type="text"/>	<input type="text"/>
Recognition (Volunteers only)	<input type="text"/>	<input type="text"/>
Code of Ethics/Standards for Excellence	<input type="text"/>	<input type="text"/>

Do employees and volunteers acknowledge receipt of these policies in writing?

- Yes
- No

If not, provide an explanation.

Are any staff related to other staff members by blood or marriage?

- Yes
- No

If so, explain how your organization ensures that no supervisory relationship exists between related staff members.

Employee Orientation

Required Attachment: Attach employee orientation documents such as an agenda or checklist

Describe the executive's role in the evaluation of employees. Describe the process by which volunteers are evaluated, and include information on who performs the evaluation.

Employee Evaluation

Required Attachment: Attach any tools or methodology used for employee and volunteer evaluations.

Are all employee evaluations completed and up to date?

- Yes
- No

If not, provide an explanation.

2. LEADERSHIP: BOARD, STAFF, and VOLUNTEERS (continued)

C. Diversity, Equity and Inclusion

Describe how the organization effectively and intentionally creates a culture that demonstrates practices of diversity, equity and inclusion for program participants, board, staff and volunteers.

Assessment Tools and Planning

Required Attachment: Provide the tool and results of assessment used to assess the organization's diversity, equity and inclusion in terms of policies, environment, programs, staff and board.

Provide any additional information you would like to further describe your diversity, equity and inclusion assessment process.

Inclusiveness

Required Attachment: Attach a chart or table which outlines the demographic composition of your community served. The categories on the chart should reflect the areas of diversity you defined as important to your mission and stakeholders and that your organization has the capacity and authority to collect.

Attach a chart(s) and/or tables(s) which outline the composition of your board, staff, and volunteers in the same demographic terms used to describe the program participants/community served, as well as any other meaningful demographics.

Diversity, Equity and Inclusion Plan

Required Attachment: Provide the board-approved diversity, equity and inclusion plan for the organization based on findings of the assessment.

Please provide the date and page of the minutes where the board's approval of this plan can be found.

3. LEGAL COMPLIANCE AND ETHICS

This section of the application will ask you to answer questions about how your organization ensures its compliance with the laws and regulations that govern nonprofits, including public disclosure laws and whistleblower requirements. You will be asked to describe how your

organization addresses conflicts of interest issues and maintains ethical practices in its governance, operations, and service to program participants.

A. Maintaining Legal Compliance

Describe how the organization monitors and keeps up with current information on laws and regulations that are applicable to its nonprofit status and mission area.

Describe the process the organization follows to complete an internal compliance review. This may include, but is not limited to complying with laws and regulations related to IRS filing requirements, board governance, human resources, licensing, financial accountability, taxation, valuation of in-kind gifts, unrelated business income, document retention and destruction, related entities, data security, accessibility, fundraising, lobbying, and advocacy.

Internal Compliance Review

Optional Attachment: Attach a copy of any documents, policies, or procedures utilized to facilitate the organization's internal compliance review.

Document Destruction and Retention

Required Attachment: Attach a copy of the document retention and destruction policy and schedule.

The organization holds all licenses it needs to perform its programs and services.

- Yes
- No

The organization is registered as required with all applicable federal, state, and local authorities.

- Yes
- No

If required, the organization's facilities are compliant with the Americans with Disabilities Act.

- Yes

No

B. Required Public Disclosures

Provide the name and position of the individual responsible for ensuring that the organization responds to requests for public documents, like the organization's Form 990, Form 1023, and IRS determination letter.

C. Reporting Misconduct and Whistleblower Protection

Whistleblower Policy

Required Attachment: Attach a copy of the organization's whistleblower policy.

Describe how board members, staff, and volunteers are made aware of the organization's whistleblower policy.

3. LEGAL COMPLIANCE AND ETHICS (continued)

D. Conflicts of Interest

Conflict of Interest Policy

Required Attachment: Attach a copy of the organization's conflict of interest policy.

Describe how board, staff and volunteers with significant independent decision-making authority are made aware of the conflict of interest policy.

Conflict of Interest Statement

Required Attachment: Attach a copy of the organization's annual conflict of interest disclosure statements signed by board, staff, and volunteers with significant decision-making authority.

Describe how the organization ensures that the conflict of interest policies are followed and annual disclosures are signed.

E. Ethics

Ethics Code

Required Attachment: Attach a copy of the organization's Code of Ethics, Code of Conduct, Values Statement, or adoption of the Standards for Excellence code.

Describe how board, staff, volunteers, and program participants are made aware of the organization's Code of Ethics or similar document.

Provide the date and page of the minutes where the board's approval of the code of ethics can be found.

Describe how the organization encourages professional behavior on the part of its board, staff, and volunteers and how it ensures that its program participants are treated with respect.

Grievance Procedure

Required Attachment: Attach a copy of the Grievance Procedure for program participants.

Describe how the organization's program participants are made aware of the grievance procedure.

Confidentiality Policy

Required Attachment: Attach a copy of the organization's Confidentiality or Privacy Policy that protects the privacy of participant information.

Describe how the organization's program participants are made aware of the organization's confidentiality and privacy policies.

4. FINANCE AND OPERATIONS

This section of the application will ask you to answer questions about the finances and operations of your organization. Areas covered include financial budgeting, reporting, and monitoring; internal controls and other financial policies, personnel policies, administrative policies, and risk management practices.

A. Financial Budgeting, Reporting, and Monitoring

Describe the process for developing and approving the budget.

Budget

Attach a copy of the most recently approved organizational budget. Include a capital budget, if applicable.

Provide the date and page where the board's approval can be found This is required annually.

Internal Financial Statements

Required Attachment: Attach copies of the four most recent quarterly internal financial statements (budget-to-actual reports and other financial information) reviewed by the board of directors. The documents attached should illustrate that the board monitors actual income and expenses in relation to the budget. Board minutes provided in the application should demonstrate this review on at least a quarterly basis.

Describe how the board reviews the percentages of the organization's resources spent on program, administration, and fundraising.

Provide the date and page of the minutes where the board's review of percentages can be found. This is required annually.

Form 990

Required Attachment: Attach a copy of the organization's most recent Form 990.

Provide the date and page of the minutes where the board's review can be found. This is required annually.

Audit and Management Letter

Required Attachment: For organizations with operating budgets over \$500,000, attach the most recent audit and management letter, along with management's response (if applicable). If the organization has an operating budget under \$500,000, you may optionally provide a copy of the most recent compilation or review completed by an independent reviewer.

Provide the date and page of the minutes where the board's review of the audit and management letter can be found. This is required annually.

4. FINANCE AND OPERATIONS (continued)

B. Internal Controls and Financial Policies

Internal Control Policy

Required Attachment: Attach a copy of the organization's policies and procedures which address internal financial controls

Provide the date and page of the minutes where the board's approval of the policy can be found.

Purchasing Practices

Required Attachment: Attach a copy of the organization's policies and procedures which address purchasing practices.

Provide the date and page of the minutes where the board's approval of the policy can be found.

Investments and Reserves

Required Attachment: Attach the policy which addresses investment of the organization's assets, including unrestricted net assets (reserves).

Provide the date and page of the minutes where the board's approval of the policies can be found.

C. Personnel Policies

These were addressed above in Leadership section.

4. FINANCE AND OPERATIONS (continued)

D. Administrative Policies

Information Technology

Required Attachment: Attach a copy of the organization's polices addressing information technology (including data security).

Provide the date and page of the minutes where the board's approval can be found.

Communications and Social Media

Required Attachment: Attach a copy of the organization's policies which address communications and social media.

Provide the date and page of the minutes where the board's approval can be found.

Crisis and Disaster Planning

Required Attachment: Attach a copy of the organization's policies which address crisis and disaster planning, including crisis communications.

Provide the date and page where the board's approval of the policies can be found.

E. Risk Management and Insurance

Describe how the organization assesses and manages risk.

General Liability Insurance

Required Attachment: Attach a copy of the General Liability Insurance declaration page covering the current period. (or board minutes documenting the board's decision to forgo insurance)

Directors and Officers Liability Insurance

Required Attachment: Attach a copy of the Directors and Officers Liability Insurance declaration page covering the current period. (or board minutes documenting the board's decision to forgo insurance).

5. RESOURCE DEVELOPMENT

This section of the application will ask you to answer questions about the organization's resource development planning and stewardship. Questions will ask how the board and staff determine which sources of income they will seek, including income from fee for service activity, government contracts and grants, foundation grants, corporate partnerships, contributions or sponsorships, individual solicitations, long-term investments, social enterprise, and unrelated business income.

A. and B. Resource Plan and Sources of Income

Describe the board's role in monitoring the organization's resource development activities and the process for evaluating the cost-effectiveness of their resource development activities.

Resource Plan

Required Attachment: Attach a copy of the organization's resource development plan or strategy which includes all sources of income on which the organization relies.

Provide the date and page of the minutes where the board's approval of the plan can be found.

Resource Development Policies

Optional Attachment: Attach any documents or policies that address cause marketing, sponsorship, grant writing or grant management, contract compliance, fee for service or social enterprise activities, or unrelated business income.

If any policies which require board approval are attached above, provide the date and page of the minutes where the board's approval can be found.

For the last five years, provide the total amount of revenues from fundraising and other development activities and the total amount of funds spent on conducting them. Include regular fundraising as opposed to fundraising in capital campaigns. This information can be found on your form 990 as follows: For 990 year 2006-2007, fundraising revenue is lines 1a+1b+1c+9a For 990 year 2006-2007, fundraising expense is lines 9b+15 For 990 year 2008 and forward, fundraising revenue is section VIII lines 1h + 8c + 9c For 990 year 2008 and forward, fundraising expense is section IX lines 25d If your organization files a Form 990-EZ, calculate the ratio of fundraising revenues to fundraising expense according to your organization's methodology for tracking and recording expenses and revenues. Include an explanation of the categories of revenues (contributions from individuals, corporations, foundation grants, etc.) and expenses (salaries, professional fees, occupational expenses, printing, etc.) used in these calculations.

Year	Fundraising Revenues	Fundraising Costs
<input type="text"/>	<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>	<input type="text"/>

Use this space to provide a description if your ratios do not average 1:3 over the five-year period. You may also use this space to provide a description if your organization files a Form 990-EZ, complete the table above by calculating the ratio of fundraising revenues to fundraising expense according to your organization's methodology for tracking and recording expenses and revenues. Include an explanation below of the categories of revenues (contributions from individuals, corporations, foundation grants, etc.) and expenses (salaries, professional fees, occupational expenses, printing, etc.) used in these calculations.

5. RESOURCE DEVELOPMENT (continued)

C. Fundraising Activities

Describe how the organization ensures that any solicitations of individuals or corporations clearly outline the organization's mission, the use of the funds solicited, and all required IRS disclosures and state disclosures for solicitations (if applicable). The requested attachments will be judged for their and compliance with the Standards for Excellence code, the Internal Revenue Service regulations and disclosure requirements and applicable state charitable solicitation regulations.

If the organization raises money online, provide a link to web pages where donations are being solicited.

Solicitations

Required Attachment: For each of the different sources of income pursued, attach one sample of the solicitation, marketing piece, or proposal, including individual solicitations, private or government grant proposals, sponsorships, or cause marketing promotional pieces. Provide at least three samples.

Receipts

Required Attachment: For individual solicitations and corporate contributions, provide a copy of four recent sample receipts sent to donors. Include one of each of the following: cash gifts under \$250, cash gifts over \$250, in-kind gifts, and gifts where the donor received something of value in return.

D. Donor Relationships and Privacy

Donor Relations

Required Attachment: Attach a copy of the policy which covers donor relationships and privacy.

Provide the date and page of the minutes where the board's approval of the policy can be found.

5. RESOURCE DEVELOPMENT (continued)

E. Acceptance of Gifts

Gift Acceptance

Required Attachment: Attach a copy of the policy which covers gift acceptance.

Provide the date and page of the minutes where the board's approval of the policy can be found.

F. Fundraising on Behalf of the Organization

If not addressed in the policies above, describe how the organization monitors and provides support to those fundraising on the organization's behalf, including staff, volunteers, consultants, contractors, other organizations, or businesses that are known to be soliciting contributions on behalf of the organization.

The organization does not compensate employees or outside fundraising consultants based on a percentage of the amount raised or other commission formula.

- Yes
- No

Has the organization hired any outside fundraising consultants in the last three years?

- Yes
- No

Fundraising Consultants

If Yes, Required Attachments: Provide a list of the outside fundraising consultants hired by the organization in the last three years. Provide documentation that any consultants hired are registered with the state's office that regulates charitable fundraising, if applicable.

6. PUBLIC AWARENESS, ENGAGEMENT, and ADVOCACY

This section of the application will ask you to answer questions about the organization's interactions with the public and lawmakers, including keeping the public informed about the organization's activities, public education and advocacy efforts, engagement in community affairs, and lobbying.

A. Educating and Engaging the Public

Describe how the organization makes the following information available to the public: the organization's mission, program activities, board of directors, key leadership, and basic financial data (Statement of Financial Activities, Statement of Financial Position).

Describe how the public can provide input and feedback to the organization. Provide links to a website feedback form or contact information, or social media sites (Facebook, LinkedIn, Twitter, etc.)

Describe how advocacy or educational information presented to the public, media, and policy makers is reviewed to ensure factual accuracy and the inclusion of sufficient contextual information to be understood.

Publicly Available Information

Required Attachment: Attach copies or refer to the web addresses below of three recent public education or advocacy documents.

Include links for online resources below.

B. Advancing the Mission through Public Policy and Advocacy

Describe the organization's education and advocacy activities. If not addressed above under strategic partnerships, provide the details of any partnerships the organization engages in around public policy issues.

Advocacy Policy

Required Attachment: Attach a copy of the organization's policy which addresses advocacy and lobbying. The policy should define the process by which the organization determines whether it will take a position on an issue related to its mission and what position it will take.

Provide the date and page of the minutes where the board's approval of the policy can be found.

C. Engaging in Lobbying and Political Activity

Describe how the organization ensures its activities are non-partisan.

Does the organization engage in lobbying?

- Yes
- No

If yes, describe the organization's lobbying activities.

If the organization has participated in lobbying as defined by their applicable federal, state, or local authorities in the past year, describe whether these costs or activities were reported.

Lobbyist Registration

If Yes, Required Attachment: If the organization's board, staff, volunteers or an external consultant has lobbied on behalf of the organization, provide evidence that they are registered with the appropriate local, state, or federal officials.

