

# KEY AREAS OF NONPROFIT EXCELLENCE

# NONPROFIT NEW YORK

A relentless,  
collective  
force for good.



## Advocacy and strategic alliances further the mission.

The organization engages in public policy and advocacy efforts to promote the interests of its mission, constituents, and communities. • The organization organizes, mobilizes, and actively creates spaces for communities to be empowered to lead in mission-related public policy issues. • The organization develops successful relationships with key stakeholders through partnerships, coalitions, and collaborations in order to share knowledge, resources, influence policy, reduce redundancy, and improve programs and operations.



## Communications are strategic, effective, and build the organization's brand identity.

Communications are intentional, strategically integrated, and central to all organizational planning, and effectively advance the organization's mission, vision, and values. • The organization uses appropriate digital communications tools to deliver content that is current and accessible. • Internal communications motivate, inform, and guide employees.



## The organization is diverse, equitable, and inclusive.

The staff, board, and volunteers are diverse and inclusive at all levels of the organization and reflect the community(ies) or population(s) they serve. • Inclusive service, outreach, recruitment, and hiring policies and practices are integral to the organization's operations, governance structure, leadership, and personnel. • The organization regularly assesses the value of diverse and inclusive staff, board members, other stakeholders, as critical to achieving the organization's mission, and sets goals for diversity, equity, and inclusion that have measurable results.



## Financial management is strong, transparent, and accountable.

With the board, the organization engages in long-term strategic financial planning that considers financial and market realities, risks, and opportunities. • Budgets are clear, informed by the mission and strategic plan, and communicated to stakeholders. • The organization's management monitors financial targets that support strategic goals, strives for an annual surplus and/or adequate reserves, and regularly tracks actual to budget performance, cash flow, and liquidity to cover day-to-day expenses and reserves to maintain fiscal sustainability.



## Fundraising and resource development are strategic, donor-centered, and advance the mission.

The organization implements fundraising and resource development practices that involve all stakeholders and promote a culture of philanthropy throughout the entire organization. • The organization implements fundraising and resource development practices that are mission-aligned, effective, and diverse. These practices are regularly reviewed by the board and aim for long-term sustainability. • The organization builds and maintains active, effective, and respectful donor relationships.



## Governance structure moves the organization forward.

Board members are effectively involved in critical roles that support the mission, including policy oversight, leveraging resources, assuring accountability, and publicly representing the organization. • Board leadership assures organization-wide accountability, transparency, effectiveness, and ethical behavior, including compliance with appropriate legal and professional guidelines and regulations. • The board has established performance expectations on an individual and group basis, and holds itself accountable for meeting attendance, fundraising targets, program support, and committee activities.



## Human resources are valued and developed.

Recruitment, hiring, on-boarding, engagement, development, evaluation, and retention of staff reflect the organization's mission, organizational needs, and are conducted with a lens of equity and inclusion. • The organization has systems and structures in place that support the ongoing management of human resources in order to support staff and provide clear direction. • The organization continually works to provide a safe and healthy work environment, protecting clients, employees, and volunteers from harm and unnecessary risk, including regular efforts to ensure standards of prudent care.



## Planning and evaluation guides the mission and vision.

The organization has clear mission and vision statements and articulated values that guide organizational decision-making and practice, and supports organizational capacity to meet challenges, and achieve results. • The organization regularly engages in short- and long-term strategic planning exercises to ensure the ongoing vitality of the mission and vision and efficacy of the organization's programs in achieving those goals. • Program and organizational results are clearly articulated and regularly tracked, reviewed, and reported against targets; results are achieved and sustained over time and, where appropriate, scaled up; and the organization regularly learns from results.



## Technology and data use improves efficiency and advances the organization's mission.

The organization complies with all regulations and industry standards relating to the types of data it collects, transmits, and stores (e.g., confidentiality, safety, accuracy, integrity, reliability, cost effectiveness, and legal compliance) including the necessary safeguards against systems breach and data loss. • The organization regularly uses reliable information technology systems that provide timely, accurate, and relevant information to facilitate workflow, track its data, and increase efficiency and effectiveness in accomplishing its mission-driven goals. • The organization has appropriately allocated financial and human capital to support the organization's technology goals and operations.