INTRODUCTION

This comprehensive organizational assessment instrument, originally developed for the Long Island Community Foundation by Patricia Sparks, MSW, 2001, is a useful learning tool. The Center wants to enable nonprofit organizations to determine where they stand in critical areas of organizational infrastructure and functioning. This assessment can help you get a clear picture of your organization.

Used as a self-assessment this instrument will highlight areas where an organization is strong and alert it to those that might need attention. Regular assessment and acting on the results can help organizations sustain their strengths and consider preventive approaches to any potential problem areas. The assessment can be used on its own or as part of a larger organizational development, strategic planning or consulting process. You can also select segments from the assessment and use them as single entities.

The assessment consists of a series of questionnaires, one in each of the following areas:

. Mission
. Board Governance
. Planning
. Resource Development
. External Relations
. Administration and Management:
  - Executive Leadership
  - Finance
  - Human Resources
  - Program Planning and Evaluation
  - Space, Facilities, Systems, Technology

Not every item on every questionnaire will apply to all organizations but most will have some relevance. For simplicity and consistency, all questions call for “yes/no” responses. Some questions ask for additional details and descriptions.
INTRODUCTION (continued)

Each questionnaire indicates who should complete it. In some instances the questionnaire is to be completed by one person, in others by more than one. Those completed by more than one person should be considered individually and also consolidated for a collective perspective.

Taken together, the responses to the questionnaires can help you gauge the health of your organization. Completing the assessment will require an investment of time and effort, but digesting and acting on the results will pay off in an even more effective organization and one with greater prospects for long-term success.

If you would like to identify technical assistance resources to address your organizational needs, contact The Long Island Center for Nonprofit Leadership by email, linonprofit@adelphi.edu, or phone (516) 877-4429.

We hope this assessment tool will be of assistance to Long Island’s nonprofits and welcome feedback from users.
The Long Island Center for Nonprofit Leadership
ORGANIZATIONAL ASSESSMENT
Developed for the Long Island Community Foundation by Patricia Sparks, MSW, 2001

COVER SHEET

The information provided below provides a brief overview of your organization. All staff and board members should be familiar with this information. This information should be regularly updated and placed in accessible place with current organizational documents.

Name of Organization: ____________________________________________

Address: ___________________________________________________________________________________________________

Phone: _______________________________ Fax: ________________________  E-mail: _____________________

Web site: ____________________________________________________________________________________________________

(If the organization operates at other sites in addition to the above, please attach list.)

Director: __________________________________________

Contact Person: _______________________________________ Title: _____________________________________________

Phone: _______________________________ Fax: ________________________  E-mail: _____________________

Mission: ___________________________________________________________________________________________________ 
_________________________________________________________________________________________________________
_________________________________________________________________________________________________________

Year organization was founded: ________________________________

Is the organization incorporated in the State of New York?  Yes ____  No _____

If no, is it qualified to do business in New York?   Yes ____  No _____

If yes, date of incorporation: ________________________________

Has the organization applied for federal tax exempt status?      Yes ____  No _____

If yes, when?______________________________________________

If granted: Date of IRS determination letter: ___________________________ Type of exemption: __________________________

Is this an advance determination?       Yes ____  No _____

If yes, what is the expiration date? __________________________________

Is this a membership organization?    Yes ____  No _____

If yes, number of members: __________________________________________
Total operating budget for current fiscal year: _____________________________

Last three fiscal years: _________________  _________________  _________________

Number of board members: _____________________________

Number of paid staff - Full time: ___________________________  Part time: ___________________________

Number of volunteers, interns -  Full time: ___________________________  Part time: ___________________________
1. Does the organization have a written Mission Statement? Yes ________ No ________
   If yes, please write it here: _______________________________________________________________________
   _______________________________________________________________________________________________
   _______________________________________________________________________________________________

2. Has your Mission Statement been reviewed within the past three years by the following:
   - Board of Directors Yes ________ No ________
   - Staff Yes ________ No ________
   - Individuals or groups outside your organization who affect, or are affected by, what your organization does
     Yes ________ No ________
     (please specify): ___________________________________________________________________________

3. If reviewed, was your Mission Statement either:
   - affirmed Yes ________ No ________
   - updated or substantially revised Yes ________ No ________

4. In planning and evaluating initiatives and programs, do your board and staff refer to the Mission Statement?
   Yes ________ No ________

5. Does your Mission Statement reflect the current needs of your:
   - community Yes ________ No ________
   - clients Yes ________ No ________
   - consumers of service Yes ________ No ________

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If yes, how do you ensure that it does (for example, periodic formal community needs assessments, consumer feedback, etc.)?

____________________________________________________________________________________________________

____________________________________________________________________________________________________

(A “no” answer to any of these questions indicates the item should be given attention.)
Composition/Recruitment

1. Is the composition of the board representative of the organization’s constituency with respect to each of the following:

   race       Yes ________   No ________
   ethnicity  Yes ________   No ________
   gender    Yes ________   No ________
   age        Yes ________   No ________

   and is it diverse in terms of length of tenure on the board?

   Yes ________   No ________

   If no, what’s missing? ____________________________________________
   ________________________________________________________________
   ________________________________________________________________

2. Does the composition of the board reflect an adequate range of talents, skills, experience and knowledge?

   Yes ________   No ________

   If not, what’s missing? ____________________________________________
   ________________________________________________________________
   ________________________________________________________________

3. Are procedures for board recruitment clear?

   Yes ________   No ________

   and do they reflect a broad understanding of board roles and needs?

   Yes ________   No ________

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4. Are potential board members fully informed about the organization and what is expected of them prior to being offered a board position?
   Yes ________   No _________

5. Do new board members receive an orientation and a board manual that includes at a minimum the by-laws, budget, most recent strategic plan, list of board members and list of current programs?
   Yes ________   No _________

6. Is there a statement of roles and responsibilities that all board members sign upon joining?
   Yes ________   No _________

7. Does the organization have a pool of potential board members identified for the future?
   Yes ________   No _________

Officers/Committees:

8. Does the board have officers and an executive committee to coordinate the work of the board, provide leadership and handle matters between board meetings? A governance committee to oversee the work of the board?
   Yes ________   No _________

9. Has the board established standing committees, each guided by a charge issued by the board?
   Yes ________   No _________

10. Does each board member serve on at least one committee?
    Yes ________   No _________

11. Do board committees meet regularly and report to the board?
    Yes ________   No _________

12. Does the organization develop future board members by including non-board members on its committees?
    Yes ________   No _________
Meetings:

13. Has a quorum been present at 90% of board meetings over the past 12 months?
   
   Yes ________   No _________

14. Are board meetings held on a schedule that conforms to the by-laws, well-planned and conducted, with materials available prior to meetings and minutes available shortly thereafter?
   
   Yes ________   No _________

15. Do board meetings begin and end on time? Do they stimulate rather than bore participants?
   
   Yes_______ No_____________   Yes_______ No_______

16. Do board meetings deal primarily with policy formulation, financial oversight, resource development, and planning and evaluating the work of the organization?
   
   Yes ________   No _________

Key Responsibilities:

17. Is training available for board members to increase their skills and knowledge in areas related to their board service?
   
   Yes ________   No _________

18. Is there a succession plan in place for future board leadership?
   
   Yes ________   No _________

19. Does the board have a good grasp of issues and matters of concern to the organization, such as community needs, government policies, external trends and best practices within the organization’s field?
   
   Yes ________   No _________

20. Has the board established financial management procedures and does the board monitor and review the organization’s finances and ensure that necessary taxes are paid on time?

   Yes ________   No _________

21. Are all board members involved in some way with raising funds for the organization?

   Yes ________   No _________

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22. Does each board member make a financial contribution annually?
   Yes _______   No _______

23. Does the board assess its own performance annually?
   Yes _______   No _______

24. Does the board hire, and regularly assess, the executive director according to a clear written understanding of that individual’s responsibilities and standards for performance?
   Yes _______   No _______

25. Does the board delegate to the executive director sufficient authority to reflect the respective organizational roles of board and staff and facilitate the effective day-to-day administration and management of the organization?
   Yes _______   No _______

26. Do the by-laws specify terms of office for directors and for officers, with term limits and a provision for rotation of membership on the board and for officers?
   Yes _______   No _______

By-laws/Legal Matters:

27. Does the board have, and observe, a formally adopted set of by-laws that sets forth the duties of board members and officers and the procedures by which the board conducts its business?
   Yes _______   No _______

28. Have the by-laws been reviewed within the past two years by an attorney who is knowledgeable about not-for-profit law and, if necessary, revised according to the attorney’s advice?
   Yes _______   No _______

29. Are all board members familiar with the by-laws?
   Yes _______   No _______

30. Does the board understand and comply with its legal obligations including making sure that the organization is operating in accordance with its Certificate of Incorporation?
   Yes _______   No _______

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31. Does the board observe a formal set of ethical guidelines and policies covering conflict of interest situations?
   Yes ________   No _________

32. Does the organization strictly avoid making any loans to directors or officers?
   Yes ________   No _________

33. If any compensation is provided to officers and/or directors, is that compensation within legal guidelines for “reasonable” compensation?
   Yes ________   No _________

34. Does the board provide for the organization to have ongoing access to legal counsel knowledgeable about not-for-profit law and applicable regulations?
   Yes ________   No _________

(A “no” answer to any of these questions indicates the item should be given attention. Some of these items may have serious legal implications.)
ORGANIZATIONAL ASSESSMENT

PLANNING QUESTIONNAIRE

To be completed separately by each of the following:
• Executive
• Board Chair

1. Is there an ongoing process used by the organization to:
   - examine internal strengths and weaknesses Yes ________ No ________
   - examine external trends Yes ________ No ________
   - establish priorities Yes ________ No ________
   - systematically plan for the future Yes ________ No ________
   Who participates in that process and how? ________________________________________________________________
   ________________________________________________________________________________________________
   ________________________________________________________________________________________________
   ________________________________________________________________________________________________

2. Does the organization have a formal strategic plan that was adopted within the past five years?
   Yes ________ No ________
   If yes, does the plan include details of implementation such as timeframes and persons responsible?
   Yes ________ No ________
   If yes, has the plan been reviewed and updated annually?
   Yes ________ No ________

3. If the organization has a strategic plan, do the board and staff refer to the plan when developing and evaluating initiatives and programs?
   Yes ________ No ________
   If not, why not? ________________________________________________________________
   ________________________________________________________________________________________________
   ________________________________________________________________________________________________
   ________________________________________________________________________________________________
   ________________________________________________________________________________________________
PLANNING QUESTIONNAIRE (continued)

4. Are any of the following operational plans in effect? (If yes, please describe who was instrumental in their creation [board, board committee, staff, others] and when each was last updated. A “no” response indicates that the item should be given attention.)

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ORGANIZATIONAL ASSESSMENT©

ADMINISTRATION AND MANAGEMENT / EXECUTIVE LEADERSHIP QUESTIONNAIRE

To be completed separately by each of the following:
• Executive
• Board Chair
• 10% of staff (in confidence) drawn from various levels

1. Does the executive take steps to articulate the mission of the organization and embody it in all of the programs?

   Yes ________   No _________

   Please describe: ____________________________________________________________

   ____________________________________________________________

   ____________________________________________________________

2. Does the executive systematically monitor:

   external trends affecting the organization   Yes ________   No _________

   state-of-the-art knowledge and best practices in the organization’s field   Yes ________   No _________

   state-of-the-art knowledge and best practices in nonprofit management   Yes ________   No _________

   Does the executive bring the above to bear on what the organization does and how?

   Yes ________   No _________

   Please describe: ____________________________________________________________

   ____________________________________________________________

   ____________________________________________________________

3. Does the executive monitor the organization’s overall performance and effectiveness on an ongoing basis, and implement course corrections as needed?

   Yes ________   No _________

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ADMINISTRATION AND MANAGEMENT / EXECUTIVE LEADERSHIP QUESTIONNAIRE (continued)

Please describe: _______________________________________________________________________________________
____________________________________________________________________________________________________
____________________________________________________________________________________________________
____________________________________________________________________________________________________

4. Does the executive work closely, and in appropriate balance, with the board of directors on:

   long-range and annual planning  Yes ________   No _________
   budgeting    Yes ________   No _________
   fiscal monitoring   Yes ________   No _________
   policy and resource development  Yes ________   No _________

5. Does the executive see that the board of directors and board committees receive adequate staff support?

   Yes ________   No _________

6. Does the executive see to it that the board of directors benefits from the expertise and experience of the staff and hears their voices when engaging in:

   policy deliberations        Yes ________   No _________
   budgeting and planning     Yes ________   No _________

Does the executive see that the staff is aware on an ongoing basis of board decisions?

   Yes ________   No _________

Please describe: _______________________________________________________________________________________
____________________________________________________________________________________________________
____________________________________________________________________________________________________
____________________________________________________________________________________________________

7. Does the executive plan and implement an equitable allocation of internal resources, and distribution of workload, in consultation with staff?

   Yes ________   No _________

Please describe: _______________________________________________________________________________________
____________________________________________________________________________________________________
ADMINISTRATION AND MANAGEMENT / EXECUTIVE LEADERSHIP QUESTIONNAIRE (continued)

8. Does the executive provide for ongoing communication with and among staff, including regularly scheduled staff meetings, so that staff has the knowledge and information they need in order to do their jobs as well as a means to offer their ideas about the organization and their work?

Yes ________  No _________

Please describe: ______________________________________________________________________________________
____________________________________________________________________________________________________
____________________________________________________________________________________________________

9. Does the executive play a key role in fostering positive working conditions and working relationships throughout the organization, including:

- problem-solving  Yes ________  No _________
- stress reduction  Yes ________  No _________
- recognition and rewards  Yes ________  No _________
- ordering internal conflict  Yes ________  No _________

Please describe: ______________________________________________________________________________________
____________________________________________________________________________________________________
____________________________________________________________________________________________________
____________________________________________________________________________________________________

10. Does the organization provide support to the executive to prevent/alleviate executive stress and burnout?

Yes ________  No _________

Please describe: ______________________________________________________________________________________
____________________________________________________________________________________________________
____________________________________________________________________________________________________

11. Does the organization have a succession plan in place for future executive leadership?

Yes ________  No _________

ANY “NO” ANSWERS INDICATE THAT THE ITEM NEEDS ATTENTION
ORGANIZATIONAL ASSESSMENT®
EXTERNAL RELATIONS QUESTIONNAIRE

To be completed separately by each of the following:
• Board Chair
• Executive

1. Is the organization a member of any alliances, networks, collaborations, coalitions or federations?
   Yes ________   No _________

   If yes, please list and indicate those in which the organization is active:
   __________________________________________________________________________
   __________________________________________________________________________
   __________________________________________________________________________
   __________________________________________________________________________
   __________________________________________________________________________

2. Does the organization issue any of the following:

   Annual report       Yes ________   No _________

   Newsletter          Yes ________   No _________

   Brochure(s)         Yes ________   No _________

   Press release(s)    Yes ________   No _________

   Other: _________________________________________________________________

3. Does the organization have a web site?
   Yes ________   No _________
EXTERNAL RELATIONS QUESTIONNAIRE (continued)

4. Do board members represent and communicate the organization’s mission, goals, services and accomplishments to:

   the public       Yes ________   No ________

   and to key external decision-makers including:

   funders         Yes ________   No ________
   government      Yes ________   No ________
   the media       Yes ________   No ________

5. Does the executive represent and communicate the organization’s mission, goals, services and accomplishments to:

   the public       Yes ________   No ________

   and to key external decision-makers including:

   funders         Yes ________   No ________
   government      Yes ________   No ________
   the media       Yes ________   No ________

6. Does the organization systematically monitor legislative and regulatory activity that has implications for the organization and/or its constituents/community?

    Yes ________   No ________

7. Does the organization have a system for obtaining input/feedback from individuals and groups affected by its mission, activities, methods and results?

    Yes ________   No ________

    Please describe: ________________________________________________________________
    __________________________________________________________________________
    __________________________________________________________________________

8. Does the organization have any staff dedicated to:

   public education/outreach to potential consumers/participants  Yes ________   No ________
   public relations               Yes ________   No ________
EXTERNAL RELATIONS QUESTIONNAIRE (continued)

media relations and/or marketing  Yes ________   No _______
If yes, how many full time? ________  Part time? ________

9. Does the organization engage directly, or through participation in alliances, in:

government relations activity  Yes ________   No _______
Please describe: ........................................................................................................
........................................................................................................

public policy advocacy  Yes ________   No _______
Please describe: ........................................................................................................

10. Has the organization made the election under Internal Revenue Code section 501(h) regarding the reporting of lobbying activities on Form 990?

Yes ________   No _______

11. Has the organization, within the past two years, engaged in a systematic analysis of potential strategic alliances with other organizations or groups that might enhance or strengthen the organization’s work in fulfillment of its mission?

Yes ________   No _______
If yes, please describe and also indicate any actions taken as a result of that analysis: ........................................................................................................
........................................................................................................
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(Any questions that were answered “no” indicate that the item should be given attention.)

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ORGANIZATIONAL ASSESSMENT®
ADMINISTRATION AND MANAGEMENT / FINANCE QUESTIONNAIRE

To be completed separately by each of the following:
- Executive
- Chief Fiscal Officer
- Board Treasurer

1. Does the organization operate according to a written annual budget that is approved and monitored by the board and modified when necessary?
   Yes ________   No _________

2. Does the organization undergo an annual independent audit conforming to requirements of the American Institute of Certified Public Accountants?
   Yes ________   No _________

3. Does the organization have written financial management procedures covering such matters as:
   expenditure control  Yes ________   No _________
   check signing and check writing authority and signature control  Yes ________   No _________
   financial reports  Yes ________   No _________
   purchasing  Yes ________   No _________

4. Does the organization have a financial management system with a clear audit trail of income and expenses?
   Yes ________   No _________

5. Are required reports submitted to funding sources in a timely manner?
   Yes ________   No _________

6. Does the bookkeeping system include all of the following:
   general ledger  Yes ________   No _________
   books of original entry (journals) for

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ADMINISTRATION AND MANAGEMENT / FINANCE QUESTIONNAIRE (continued)

cash receipts, cash disbursements, yes  ________   no  _________
general payroll and petty cash

6. Does the bookkeeping system include all of the following:

subsidiary records: accounts payable and accounts payable yes  ________   no  _________
receivable and accounts payable

If no, what’s missing? ________________________________________________________________

________________________________________________________________________________
________________________________________________________________________________
________________________________________________________________________________
________________________________________________________________________________

7. Are bookkeeping entries posted promptly?

yes  ________   no  _________

8. Are there fireproof areas and restricted access cabinets for accounting records?

yes  ________   no  _________

9. Are all applicable taxes paid in full and on time?

yes  ________   no  _________

10. Are required reports submitted annually to:

the federal government yes  ________   no  _________
New York State Secretary of State Office of Charities Registration yes  ________   no  _________
New York State Department of Law Charities Bureau yes  ________   no  _________

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11. Does the board of directors at each meeting receive a written financial report that includes:

<table>
<thead>
<tr>
<th>Item</th>
<th>Yes</th>
<th>No</th>
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<tr>
<td>statements of cash balance</td>
<td></td>
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<tr>
<td>current liabilities and accounts receivable</td>
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<tr>
<td>statement of total revenues and expenses</td>
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<tr>
<td>income and expenses broken down by program</td>
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</tr>
<tr>
<td>year-to-date variances, with explanations of any variances</td>
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If no, what’s missing? 

____________________________________________________________________________________________________
____________________________________________________________________________________________________
____________________________________________________________________________________________________
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12. Does the organization insure its board members against liability?

Yes ________  No _________

13. Does the organization bond all staff who handle funds?

Yes ________  No _________

(A “no” answer to any of these questions indicates the item should be given attention.)
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ADMINISTRATION AND MANAGEMENT / HUMAN RESOURCES QUESTIONNAIRE

To be completed separately by each of the following:
• Executive
• Staff member responsible for personnel
• Chair of the Board’s Personnel Committee or, if there is not such a committee, the Board Chair

1. Does the organization follow a written set of personnel policies that have been approved by the board of directors?
   Yes ________   No _________

2. Have the personnel policies been reviewed and updated by the administration in the past two years?
   Yes ________   No _________

3. Have the organization’s personnel policies (along with any job advertisements or announcements, application forms and interview questions, hiring letters or employment agreements that the organization uses) been reviewed in the past two years by an attorney who is an expert in employment law and revised according to the attorney’s advice?
   Yes ________   No _________

4. Is there a written job description for each staff position that includes minimum qualifications, responsibilities and salary range?
   Yes ________   No _________
   If yes, have these been reviewed and updated within the past year?
   Yes ________   No _________

5. Does the organization conduct a formal performance appraisal of each staff member annually?
   Yes ________   No _________

6. Is there a written equal opportunity and non-discrimination policy?
   Yes ________   No _________
7. Is there a written sexual harassment policy?
   Yes ______   No __________

8. Are there written nepotism, conflict of interest and ethical guidelines for staff?
   Yes ______   No __________

9. If any persons working for the organization are classified as independent contractors do they meet current IRS standards for that classification?
   Yes ______   No __________

10. Are all non-exempt personnel paid time and a half for any hours worked over 40 in a given work week?
    Yes ______   No __________

11. Does the organization encourage promotion from within?
    Yes ______   No __________

    Please describe: _______________________________________________________________________________________
    _______________________________________________________________________________________
    _______________________________________________________________________________________

12. Are job-related skills development and educational opportunities offered to staff?
    Yes ______   No __________

    Please describe: _______________________________________________________________________________________
    _______________________________________________________________________________________
    _______________________________________________________________________________________

13. Is there a table of organization that visually displays job positions and reporting relationships?
    Yes ______   No __________

14. Does the organization participate in the New York State Unemployment Insurance System and purchase workers compensation and disability insurance for all employees?
    Yes ______   No __________

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15. Do the personnel who are responsible for administering the organization’s human resources receive ongoing training and updated information about all federal, state and local laws and regulations that pertain to the organization?

Yes ________   No _________

Please describe: _______________________________________________________________________________________
____________________________________________________________________________________________________

16. Are equal treatment and fully documented progressive discipline practiced in a standardized way prior to termination of any employee for cause (except in the case of extremely serious violations)?

Yes ________   No _________

17. Does the organization have a written annual staffing plan that relates to the program plan and budget

Yes ________   No _________

If yes, does the plan identify:

number of staff needed   Yes ________   No _________
core and specialized competencies required   Yes ________   No _________
the means of meeting those organizational needs   Yes ________   No _________

18. Does the organization regularly review its staff compensation package in light of industry standards and the organization’s staffing needs?

Yes ________   No _________

19. Is the organization able to attract and retain a sufficient number of qualified staff to meet the organization’s goals?

Yes ________   No _________

20. Does the organization offer benefits and incentives to employees that:

apply the values implicit in its mission to staff as well as clients   Yes ________   No _________

enhance its ability to attract and retain staff (for example, job sharing, flextime, flexible benefits, substantial leave time)?   Yes ________   No _________

21. Does the organization keep (for at least six years) personnel records for each employee including identifying information, hours worked and compensation?

Yes ________   No _________
ADMINISTRATION AND MANAGEMENT / HUMAN RESOURCES QUESTIONNAIRE (continued)

22. Does the organization have a form I-9 Employee Eligibility Verification Form on file for each employee?

   Yes ________   No _________

23. Are employee records kept confidential and in limited access cabinets?

   Yes ________   No _________

   (Any questions that were answered “no” indicate that this item should be given attention. Many, although not all, of these items have legal implications for organizations that could be serious.)
ORGANIZATIONAL ASSESSMENT©

ADMINISTRATION AND MANAGEMENT / PROGRAM PLANNING AND EVALUATION QUESTIONNAIRE

To be completed separately by each of the following:

• Executive
• Program Director
• head of the board’s Program Committee

or, if there is not such a committee, the Board Chair

1. Does the organization have an annual program plan that corresponds to its strategic plan and budget?

   Yes ________   No _________

2. Does the organization take steps to ensure that its current and planned programs correspond to the needs of its target population and/or community?

   Yes ________   No _________

   Please describe: ______________________________________________________________________________________

   ______________________________________________________________________________________________________

   ______________________________________________________________________________________________________

3. Does the organization consider its service delivery role and scope in the light of other similar or related services available in the community?

   Yes ________   No _________

   Please describe: ______________________________________________________________________________________

   ______________________________________________________________________________________________________

   ______________________________________________________________________________________________________

4. Does the organization ensure that it is applying the best practices of its field in designing and implementing programs?

   Yes ________   No _________

   Please describe: ______________________________________________________________________________________

   ______________________________________________________________________________________________________

   ______________________________________________________________________________________________________

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5. Has the organization developed, and does it apply consistently, organization-wide performance standards across all programs?
   Yes ________   No _________

6. Does the organization conduct ongoing systematic program monitoring and evaluation that includes measurement of outcomes?
   Yes ________   No _________
   Please describe:  ______________________________________________________________________________________
   ______________________________________________________________________________________
   ______________________________________________________________________________________

7. Does the organization coordinate its service delivery with other organizations providing similar or related services?
   Yes ________   No _________

8. Does the organization engage in any programmatic collaborations with other organizations?
   Yes ________   No _________
   Please describe:  ______________________________________________________________________________________
   ______________________________________________________________________________________
   ______________________________________________________________________________________

(Any questions that were answered “no” indicate that the item should be given attention.)
ORGANIZATIONAL ASSESSMENT

RESOURCE DEVELOPMENT QUESTIONNAIRE

To be completed separately by each of the following:
• Executive
• Development or Fiscal Officer
• Board Treasurer or Fundraising Committee Chair

1. Does the organization have a fund development plan in place?

   Yes ________   No _________

   If yes, who created the plan (board, executive, staff, consultant, other)?
   ______________________________________________________________________
   ______________________________________________________________________

   Who is responsible for its implementation?
   ______________________________________________________________________

   Has it been updated within the past year?

   Yes ________   No _________

2. Does the organization have a diversified funding base so it is not overly dependent on one source or type of income?

   Yes ________   No _________

   Please list what percentage of the organization’s income in the current fiscal year is derived from each of the following:

   Individuals _____________________ %
   (special events, direct mail, membership, major donors, etc.)

   Foundations _____________________ %

   Government grants, contracts or fees _____________________ %

   Corporations or small businesses _____________________ %

   Fees for service _____________________ %

   Related earned income _____________________ %

   Unrelated earned income _____________________ %

3. Does the organization have a contingency plan so that, if a particular source of funds is withdrawn or severely cut back, this would not imperil the organization’s existence?

   Yes ________   No _________

RESOURCES DEVELOPMENT QUESTIONNAIRE (continued)

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4. Is fundraising for the organization a joint effort of board and staff?
   Yes  ________   No  _________

   How many paid staff work on fundraising full time? _______________    Part time? _______________

   Does the board have an active fundraising committee?
   Yes  ________   No  _________

5. Have staff and/or board members participated in training during the past year to increase their skills in fundraising?
   Yes  ________   No  _________

6. Does the organization have sufficient income to meet expenses?
   Yes  ________   No  _________

   If the organization has experienced a deficit in any of the past five years, please describe. ____________________________
   ______________________________________________________________________________________
   ______________________________________________________________________________________

7. Does the organization have a balance between unrestricted and restricted income?
   Yes  ________   No  _________

   Please indicate the organization’s projected income for the current fiscal year and the past three years:

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RESOURCE DEVELOPMENT QUESTIONNAIRE (continued)

8. Has the organization been able to maintain its staff and programs?

Yes ________  No _________

If it has been necessary to decrease staff and/or programs any time during the past five years due to lack of funding, please describe.  
________________________________________________________________________________________
________________________________________________________________________________________
________________________________________________________________________________________

9. Does the organization take advantage of any of the following types of resources:

- In-kind donations    Yes ________  No _________
- Interns      Yes ________  No _________
- Volunteers     Yes ________  No _________
- Pro-bono services    Yes ________  No _________
- Facilities or other resources shared with other organizations
  Yes ________  No _________
- Group purchasing    Yes ________  No _________
- Barter      Yes ________  No _________

For each “yes,” please describe.  
________________________________________________________________________________________
________________________________________________________________________________________
________________________________________________________________________________________
________________________________________________________________________________________

10. Do board members play an active role in fundraising and in otherwise bringing material resources to the organization?

Yes ________  No _________

Please explain:  
________________________________________________________________________________________
________________________________________________________________________________________
________________________________________________________________________________________

(A “no” answer to any of the above questions indicates the item should be given attention.)
ORGANIZATIONAL ASSESSMENT©

ADMINISTRATION AND MANAGEMENT / SPACE, FACILITIES, SYSTEMS, TECHNOLOGY QUESTIONNAIRE

To be completed by:
• Executive

1. Does the organization keep detailed records of all leased property and equipment?
   Yes ________   No _________

2. Is there a detailed record of all owned property, plant and equipment?
   Yes ________   No _________

3. Is there a periodic physical inventory or inspection of property, plant and equipment?
   Yes ________   No _________

4. Does the organization have a regular maintenance plan for any buildings and/or vehicles?
   Yes ________   No _________

5. Does the organization have an annual space and facilities plan that relates to the program plan and budget and ensures that the organization will have adequate and appropriate space and facilities for its current and anticipated programs and administrative needs?
   Yes ________   No _________

6. Has an energy audit been performed within the past 12 months at each facility where the organization pays utility costs?
   Yes ________   No _________

7. Does the organization use information technology to support any of the following:
   Basic office functions – word processing, spreadsheets  Yes ________   No _________
   Fiscal management  Yes ________   No _________
   Fund development/donor tracking  Yes ________   No _________
   Internal communication, information sharing  Yes ________   No _________

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SPACE, FACILITIES, SYSTEMS, TECHNOLOGY QUESTIONNAIRE (continued)

Research and information gathering       Yes ________       No ________
Client tracking / service reporting      Yes ________       No ________
Other:   _____________________________________________________________________________________________

8. Have computer software and hardware, telephone systems, etc. been considered for upgrading within the past two years?
   Yes ________       No ________
   Please describe:   ______________________________________________________________________________________
   ______________________________________________________________________________________
   ______________________________________________________________________________________

9. Does the organization utilize:
   e-mail             Yes ________       No ________
   If yes, please describe and indicate who the users are:   ______________________________________________________________________________________
   ______________________________________________________________________________________
   The Internet       Yes ________       No ________
   If yes, please describe and indicate who the users are:   ______________________________________________________________________________________
   ______________________________________________________________________________________

10. Do staff receive training in the use of technology?
    Yes ________       No ________
    If yes, please describe:   ______________________________________________________________________________________
    ______________________________________________________________________________________
    ______________________________________________________________________________________

11. Does the organization have a technology plan?       Yes ________       No ________
    If yes, is it:
    related to the strategic plan and budget       Yes ________       No ________

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SPACE, FACILITIES, SYSTEMS, TECHNOLOGY QUESTIONNAIRE (continued)

updated annually  Yes ________  No ________
dealing with programmatic, administrative, connectivity and staff training issues  Yes ________  No ________
setting forth the organization’s technology needs and means for meeting those needs  Yes ________  No ________

(Any questions that were answered “no” indicate that this item should be given attention.)