



# Standards for excellence

An Ethics & Accountability Program for the Nonprofit Sector



## TIER TWO: *ENHANCED: BUILDING ON THE ESSENTIALS OF NONPROFIT GOVERNANCE AND MANAGEMENT*

### SELF-STUDY APPLICATION AND CHECKLIST

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The Application Package and Checklist for the Standards for Excellence<sup>®</sup> program *Tier Two: Enhanced: Building on the Essentials of Nonprofit Governance and Management* voluntary program consists of this form and attachments that the organization will supply and label according to these instructions. PANO may request additional documentation or information for clarification purposes.

Please review thoroughly the Standards for Excellence Ethics and Accountability Code and this application before beginning the application process. Sample forms are available on request or can be downloaded from our website: [www.pano.org](http://www.pano.org). For questions or concerns, please contact Tish Mogan at PANO: [tish@pano.org](mailto:tish@pano.org) or 717-236-8584.

***To apply, please complete this application and return it with full payment to:  
PANO, 777 East Park Drive, Suite 300, Harrisburg, PA 17111***

Date of Application: \_\_\_\_\_

Name of organization: \_\_\_\_\_

Is the organization known by other names or acronyms? \_\_\_\_\_

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

Phone: \_\_\_\_\_ Fax: \_\_\_\_\_ Website address: \_\_\_\_\_

Name of contact person if other than CEO/Chief Officer: \_\_\_\_\_

Title: \_\_\_\_\_

Phone: \_\_\_\_\_ Email: \_\_\_\_\_

Number of paid staff (please provide the approximate number of full time equivalents): \_\_\_\_\_

Number of volunteers (not including board members): \_\_\_\_\_

Number of board members (independent of staff): \_\_\_\_\_

Total expenditures (last fiscal year completed): \_\_\_\_\_

Organization's fiscal year runs from \_\_\_\_\_ to \_\_\_\_\_

Date of Incorporation: \_\_\_\_\_

PENNSYLVANIA ASSOCIATION OF NONPROFIT ORGANIZATIONS

**Certification Statement:**

We certify that the information provided in this Standards for Excellence Tier Two Essentials Self-Study Application Package and Checklist is true and correct, policies outlined are followed, and all licenses, permits, insurance and governmental approval necessary for operations have been obtained.

Chair of Board

CEO or Other

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Print name

\_\_\_\_\_  
Print name

\_\_\_\_\_  
Title

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Title

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Email

The Pennsylvania Association of Nonprofit Organizations (PANO) encourages organizations to contact the association staff for assistance in implementing the policies and practices described in the Standards. Training programs and extensive written educational materials are available. Our intent is that every applicant will ultimately be successful in achieving compliance with the Standards for Excellence.

The Standards for Excellence program has been divided into three tiers for your convenience. Each tier builds upon the previous. We created this approach so an organization may implement the Standards for Excellence code all at once or in a step-by-step approach. Starting at Tier One: The Essentials and progressing to Tier Two: Enhanced. Tier Two builds upon Tier One’s legal and regulatory compliance while adding intermediate steps in governance and management best practices.

The Standards for Excellence program a way to showcase your organization’s commitment to the best of nonprofit ethics and accountability. And, it is a helpful tool for capacity building and strengthening your organization. Our desire is for your organization to continue building on the foundation provided by Tier One: The Essentials. You will find that implementing Tier Two: Enhanced flows logically out of the work you put into Tier One.

**THE TIERED APPROACH IS DESIGNED FOR:**

Any nonprofit that wishes to take a guided incremental approach to implementing the Standards for Excellence: An Ethics and Accountability Code for the Nonprofit Sector. Organizations can be of any size or age, provided that they have been in existence for more than one year.

**TRAINING RECOMMENDATIONS (online or in person)**

The Executive Director/CEO and one board member will be encouraged (but not required) to participate in one of the following Standards for Excellence related one hour to half day courses.

- Intro to Standards for Excellence course; or
- The Standards for Excellence Governing Board program; or
- The Standards for Excellence Clinic Sessions or the full day Pass to Excellence (Best Practices in the Nonprofit Sector); the Guiding Principles Webinar Series; or
- One-on-one training on Standards for Excellence with the board and staff of the organization.



# PENNSYLVANIA ASSOCIATION OF NONPROFIT ORGANIZATIONS

## SELF-STUDY APPLICATION INSTRUCTIONS

1. Read the *Standards for Excellence: An Ethics Code for the Nonprofit Sector*
2. Read and complete the Self-Study Application Package and Checklist for Tier Two and assemble requested documents.
3. Please enclose the application fee payable to PANO. The current application fee schedule can be found on the website, [www.pano.org](http://www.pano.org). See “Standards for Excellence: Tiered Approach.”  
Note: Additional fees will be charged if an organization has multiple entities and/or if a site visit is deemed necessary during the review process.
4. We recommend that organizations interested in participating in this program appoint a *Standards for Excellence* committee or task force made up of board members and key staff to work together in assembling this comprehensive self-study application. Please see the codes in parenthesis following each question in the application for a reference to the relevant portion of the *Standards for Excellence: An Ethics and Accountability Code for the Nonprofit Sector*.

Applicants are invited to use this self-study application and the accompanying documents to illustrate the organization's implementation of the Standards for Excellence Tier Two Program. If one or more of the Standards is not appropriate for the organization, please write "n/a" in the space provided on the Self-Study Application Package Checklist and provide a detailed explanation of the special circumstances that preclude the applicant from implementing the Standard. In some cases, a special written waiver request will be required. Please note: The numbering system for this application reflects the complete Standards for Excellence criteria in the Self-Study Application for Tier Three. As a result, in this Tier Two application the numbering in several sections skips numbers that are not addressed in Tier One or in Tier Two.

## APPLICATION SUBMISSION INSTRUCTIONS

1. Place a signed application checklist, all narratives and supporting documents onto a **writable CD (CD-RW) or flash drive**.

Please remember to provide all of the information requested on the Self-Study Application Checklist, including the answers to yes/no questions, dates and page numbers where requested.

2. Organize the folders on the CD or flash drive as they are organized in the application checklist. There should be nine folders, representing each section. Please use the corresponding Roman numeral in the folder name:

- I. Mission and Program
- II. Governing Body
- III. Conflict of Interest
- IV. Human Resources
- V. Financial and Legal Accountability
- VI. Openness
- VII. Fundraising
- VIII. Public Policy and Public Affairs
- IX. Other Disclosures

3. Clearly name your supporting documents and narrative statements according to the corresponding Roman numeral in the application checklist. For example, the files in section VIII-Public Affairs and Public Policy could be named:

VIII-a Public Affairs Policy  
VIII-d Nonpartisan statement

**Other Notes**

- If the answers to a particular question can be found elsewhere in the Application, create and label a separate document. Include a short sentence explaining where it is located on the CD or flash drive.
  - If a particular Standard is not applicable to your organization, please explain why the Standard is not applicable and include this explanation in a separate labeled document.
  - Groups applying for re-approval should submit their entire Application electronically, including documents that were submitted in your previous application review(s) and policies and procedures that have not changed since your original application.
4. Submit a copy of the CD or flash drive to the Standards for Excellence staff: Attn: Britton Miller, Standards for Excellence Associate, PANO, 777 East Park Drive, Suite 300, Harrisburg, PA 17111. Please include the applicable fee payment with your submission. Note the fee is based on your expenditures from the last fiscal year completed.

**SELF-STUDY APPLICATION REVIEW PROCESS**

**Staff Review**

Once a Self-Study Application Package is received by the Pennsylvania Association of Nonprofit Organizations, Standards staff will conduct a thorough review of the materials. Staff will contact the applicant organization if additional information or clarification is needed. A site visit may occur as part of this process.

**Standards Committee Review**

The statewide Standards for Excellence Committee makes the final decision regarding an organization's approval of the Tier Two Self-Study Application. A formal appeal process is available for applicants not satisfied with the decision.

Applications will remain open up to one year from the date of submission. After one year has passed, and if the applicant has not successfully completed the Tier, the organization will be asked to submit an additional application fee to keep the Application active for an additional year. Applicants may also withdraw their application and re-apply at a later date.

Staff and Standards Committee reviewers will adhere to a strict confidentiality policy that safeguards the confidentiality of all aspects of the Self-Study Application submitted and applicant organization. Every effort will be made to avoid conflicts of interest in the review process.

Materials submitted will not be subject to public inspection and will be viewed only by PANO staff and individuals involved in the certification review process, unless permission is granted by the applicant organization.

No public announcement will be made unless an organization successfully completes all three tiers.

**This Application requests many different policies and written descriptions of organizational procedures and practices. The board of directors must approve some of the policies requested. For board-approved policies, the date of board approval is generally requested. Other policies requested may be management or operational policies. For these policies, applicants should note that policies have been implemented or enacted in the organization and provide documentation.**

**REQUIREMENTS:**

- Completion of the Standards for Excellence Online Self-Assessment.
- Completion and successful approval of the Standards for Excellence Tier One: The Essentials process.
- Completion and approval of this Application.

**WHAT HAPPENS AFTER APPROVAL UNDER TIER TWO IS EARNED:**

- Organizations that successfully complete these steps will be able to state that they have completed the Standards for Excellence program's Enhanced Tier.
- Organizations can remain in this Tier for a term of three years, at which point they can re-submit certain documentation and remain at this Tier for an additional term (fee applies). There is no limit to the amount of time an organization may remain in this Tier of the program.
- In the years between recognition and re-application, Tier participants may be required to respond to annual requests for updated information and documentation. Organizations are required to provide PANO with updates in a timely fashion.
- Once the organization has completed the requirements for this Tier, program staff will provide an informal list of recommendations and suggestions for future improvement.

**NOTES ON THE APPLICATION PACKAGE AND CHECKLIST:**

- The numbering system reflects the Self-Study Application for full certification at Tier Three.
- The symbol ❶ indicates items which are also included in Tier One. Please replace items marked with ❶ for this Tier Two: Enhanced Application Package and Checklist if the item has been updated/revised since the Tier One: Essentials application submission.

# PENNSYLVANIA ASSOCIATION OF NONPROFIT ORGANIZATIONS

## I. MISSION AND PROGRAM

### MISSION

I-a \_\_\_\_\_ Attach the organization's written mission statement. (Standard IA1) ❶  
Provide the board minutes documenting the board's most recent review of the mission statement.  
Date \_\_\_\_\_ / \_\_\_\_\_ / \_\_\_\_\_ Page \_\_\_\_\_ (Standard 1B1)

I-b \_\_\_\_\_ Describe the organization's current activities/programs, indicating how activities are consistent with the organization's mission statement. (Standard IA1) ❶

This should have been reviewed within the last 5 years.

### PROGRAM EVALUATION

I-d \_\_\_\_\_ Describe the framework for how each of the organization's programs will be/are evaluated. Show how your organization has introduced basic data collection strategies for all programs. (Standard IC1, IC2) ❶

Fully describe the evaluation protocol already in place and in use for one program, or at least 40% of the organization effort, whichever is greater. For this program (or programs) specifically address what information is collected (qualitative and quantitative), how you measure outcomes in relation to costs (programmatic efficiency), and how you evaluate outcomes for program participants (programmatic effectiveness). Describe how the evaluation methods (1) involve program participants, (2) are cost effective and (3) are appropriate for your organization.

Describe how your evaluation framework will be used to strengthen and improve your organization. In other words, describe the feedback loop your organization has planned for using evaluation to measure progress toward achieving your mission. (Standard IC1, IC2)

Describe the board's involvement in the evaluation process. ❶

Applicants are encouraged to attach any evaluation tools (reports, questionnaires, templates) that provide further evidence of the organization's program evaluation efforts. (Please use discretion with the number of pages submitted.) (Standard IC1, IC2) ❶

### D. PROGRAM SERVICE

I-e \_\_\_\_\_ For organizations serving individuals and/or families, attach a copy of the organization's policies regarding program participants and treatment of participants' confidential information. (Standard ID1) ❶

I-f \_\_\_\_\_ Describe how the organization measures the satisfaction of program participants. (Standard ID1)

I-g \_\_\_\_\_ Attach a copy of the organization's grievance procedure to address complaints from program participants. Include a description of how program participants are made aware of the grievance procedure. (Standard ID1)

## II. GOVERNING BODY

### A. BOARD RESPONSIBILITIES

II-a \_\_\_\_\_ Attach copies of board minutes from the last 12 months. Please be sure that your submission of a year's worth of minutes includes board minutes from a full fiscal year. You may need to provide board minutes for a period of time longer than a calendar year in order to include a full fiscal year to illustrate approval of a policy. (Standard IIC5) ❶

**Indicate date and page of minutes reflecting the following:**

- Board's resolution indicating that the organization will apply for Standards for Excellence Tier Two: Enhanced program. \_\_\_\_\_ / \_\_\_\_\_ / \_\_\_\_\_ page \_\_\_\_\_

- Board's approval of the organization's most recent budget. \_\_\_\_\_ / \_\_\_\_\_ / \_\_\_\_\_  
page \_\_ (Standard IIA3) ❶
  - Board's approval of the organization's most recent audit (If the organization has annual revenue in excess of \$500,000). \_\_\_\_\_ / \_\_\_\_\_ / \_\_\_\_\_ page \_\_ (Standard IIA3)
  - Board's most recent annual review of the percent of expenditures spent on program, administration, and fundraising. (Many organizations conduct this review while discussing the organization's annual Form 990 or budget.) \_\_\_\_\_ / \_\_\_\_\_ / \_\_\_\_\_ page \_\_\_\_
  - Board's most recent evaluation of the executive director. \_\_\_\_\_ / \_\_\_\_\_ / \_\_\_\_\_  
page \_\_\_\_\_ (Standard IIA4) ❶
  - Board's most recent approval of executive director's salary. \_\_\_\_\_ / \_\_\_\_\_ / \_\_\_\_\_  
page \_\_\_\_\_ (Standard IIA4) ❶
  - Who is responsible for the board minutes? \_\_\_\_\_ (Standard IIC5) ❶
  - Where are the board minutes kept? \_\_\_\_\_ (Standard IIC5) ❶
- YES NO Has the board delegated decision making authority to a committee in any specific subject areas? If so, what areas? \_\_\_\_\_ ❶

II-b \_\_\_\_\_ Attach copies of minutes for the following committees from the last 12 months: executive, finance, audit and other committees which have been delegated decision making authority by the board in areas that otherwise would be a board responsibility. (Standards IIA, IIC) ❶

YES NO Are decisions made by committees with decision making authority reported to the full board? (Standard IIC5) ❶

II-d \_\_\_\_\_ Attach the organization's most recently approved budget. (Standard IIA3) ❶

II-e \_\_\_\_\_ Please indicate date (year) current executive director was hired. \_\_\_\_\_ (Standard IIA4)  
Enclose a copy of the executive director's contract (if one exists) and description of the executive director's compensation package. ❶

- If the board hired an executive director in the last three years, describe the process.

## B. BOARD COMPOSITION

II-g \_\_\_\_\_ Attach a list of current board members with the following information for each member: name, principal employer, occupation, special skills and the date each board member's term expires. Clearly mark the board officers and any employees who serve on the board. (Standard IIB1, IIB3 and IIB4) ❶

YES NO Are any board members related by blood or marriage? If so, please explain. (Standard IIB3) ❶

YES NO Are any board members related to staff members by blood or marriage? If so, please explain. (Standard IIB3) ❶

II-i \_\_\_\_\_ Please provide an explanation of how your board reflects the diversity of the community served. In your explanation, please address the following:

- (1) Define the community that the organization serves.
- (2) Assess the board's diversity in relation to the community served.
- (3) Provide the composition of the community served in terms of gender, race, and other relevant social and/or demographic characteristics such as occupation, age, geographic area, or income status.
- (4) Provide the board composition in terms of gender, race, and other social and/or demographic characteristics relevant to the organization such as occupation, age, geographic area, income status, or program participant status.
- (5) If your organization's board does not reflect the diversity of the community served, please describe the steps you are taking to achieve this diversity. (Standard IIB5)

II-j\_\_\_\_\_ YES NO Do board members receive compensation for serving as board members (not including out of pocket expenses directly related to their board service)? If so, provide details of compensation arrangement. (Standard IIB6) ❶

**C. CONDUCT OF THE BOARD**

II-m\_\_\_\_\_ Describe the organization's new board member orientation and education efforts (Standard IIC1)

II-o\_\_\_\_\_ Attach a copy of the organization's bylaws. Indicate below page numbers for the following or describe if an item is covered in the board job description:

- Term of service for board members - page \_\_\_\_\_ (Standard IIB4)
- Attendance for board members - page \_\_\_\_\_ (Standard IIC5) (may be listed in II-p)
- Participation for board members - page \_\_\_\_\_ (Standard IIC5)
- Consequences for noncompliance with board policies-page \_\_\_\_\_ (Standard IIC5) (may be listed in II-p) ❶

II-p\_\_\_\_\_ Provide any documents that outline responsibilities and expectations for board members. (Standard IIC3) ❶

**III. CONFLICT OF INTEREST**

**A. CONFLICT OF INTEREST POLICY**

III-a\_\_\_\_\_ Attach a copy of the organization's conflict of interest policy which covers board, staff and volunteers with significant independent decision making authority and

- Identifies conduct or transactions that raise concerns.
- Outlines procedures for disclosure of actual and potential conflicts.
- Provides for transaction review by uninvolved members of the board. (Standard IIIA1) ❶

**B. CONFLICT OF INTEREST STATEMENTS**

III-b\_\_\_\_\_ Attach a copy of the conflict of interest statements that board members, staff and volunteers with significant independent decision making authority must complete which provides space for disclosure of financial interest. (Standard IIIB1)

III-c\_\_\_\_\_ Describe the process that ensures that conflict of interests statements are signed annually by the board, staff and volunteers with significant decision making authority. Describe how conflict of interest statements are used in the organization and what is done with the completed statements.

**IV. HUMAN RESOURCES**

**If organization has employees, complete the following:**

**A. PERSONNEL POLICIES**

IV-a\_\_\_\_\_ Attach a copy of the organization's personnel policies. (Standards IVA1, IIA2) ❶

- Indicate the date these personnel policies were last reviewed and approved by the board of directors. / \_\_\_\_\_ / \_\_\_\_\_ Please provide board minutes.
- Indicate pages in personnel policies that address the following topics:
  - Working conditions - page \_\_\_\_\_ (Standard IVA1)
  - Employee benefits - page \_\_\_\_\_ (Standard IVA1)
  - Vacation - page \_\_\_\_\_ (Standard IVA1)
  - Sick leave - page \_\_\_\_\_ (Standard IVA1)
  - Employee evaluation - page \_\_\_\_\_ (Standard IVA1, IVB1)
  - Grievance procedures - page \_\_\_\_\_ (Standard IVA1)
  - Confidentiality of employee, client and organization records and information page \_\_\_\_\_ (Standard IVA1)
  - Growth and development - page \_\_\_\_\_ (Standard IVA1)

YES NO Are any staff related by blood or marriage?  
If so, please explain how your organization ensures that no supervisory relationship exists between related staff members. (Standard IIB3)

**If organization has volunteers, complete the following:**

IV-b \_\_\_\_\_ Attach a copy of policies covering volunteers. Indicate pages in volunteer policies that address the following topics:

- Initial assessment and screening - page \_\_\_\_\_ (Standard IVA2)
- Assignment to and training for appropriate work responsibilities - page \_\_\_\_ (Standard IVA2)
- Ongoing supervision and evaluation - page \_\_\_\_ (Standard IVA2)
- Opportunities for advancement - page \_\_\_\_\_ (Standard IVA2)

**B. EMPLOYEE PERFORMANCE EVALUATION**

IV-c \_\_\_\_\_ Describe organization's method for regular evaluation of employees. (If performance evaluations are addressed in personnel policies or other requested documents, label document IV-c and indicate page \_\_\_\_\_.) Applicants are encouraged to attach forms or questionnaires used in annual employee evaluation. (Standard IVB1)

**C. EMPLOYEE ORIENTATION**

IV-d \_\_\_\_\_ Describe organization's orientation for new employees. Describe how the orientation provides that employees acknowledge the receipt of the organization's personnel policies, a written position description, and the Standards for Excellence: An Ethics and Accountability Code for the Nonprofit Sector in writing. (If employee orientation is addressed in personnel policies or other requested documents, mark document IV-d and indicate page \_\_\_\_\_). (Standard IVC1)

IV-e \_\_\_\_\_ Provide two sample position descriptions or job descriptions: (1) position description for non-exempt employee and (2) position description for exempt employee.

YES NO Do all employees have position descriptions outlining their work and responsibilities? ❶

**V. FINANCIAL AND LEGAL**

**A. FINANCIAL ACCOUNTABILITY**

The organization's most recent annual budget was requested in the Governing Body section. (Standard IIA3, VA1)

V-a \_\_\_\_\_ Attach copies of the organization's Form 990 Internal Revenue Service filing for the past three fiscal years, if applicable. If the organization has been in existence for less than three years, please provide those 990s that are available (minimum of one 990 must be submitted). ❶

V-b \_\_\_\_\_ If the organization has annual revenue in excess of \$500,000, provide a copy of the organization's audit for the past year (including management letter, if any) conducted by a Certified Public Accountant. Describe management's response to any recommendations offered in the most recent management letter. (Standard VA3) ❶

V-c \_\_\_\_\_ Attach the four most recent internal financial statements or reports. Explain how material variation between actual and budgeted expenditures and revenues is reported to the board. Include document(s) which reflect that this reporting takes place. (Standard VA4) ❶

V-d \_\_\_\_\_ Describe how the organization provides employees, board members and volunteers with a confidential means to report known or suspected financial improprieties or misuse of organization funds. (If this is included in the employee handbook or personnel policies, label the document V-d and indicate page \_\_\_\_\_.) (Standard VA5) ❶

V-e \_\_\_\_\_ Attach the written procedures. (Standard VA6)

- Internal controls procedures - page \_\_\_\_\_ ❶
- Purchasing practices – page \_\_\_\_\_

Financial procedures should be adequate for the size and complexity of the organization’s operations. If financial policies are addressed in bylaws or other requested documents, please provide copies here.

YES NO Is there any other information that the Standards for Excellence reviewers should know about the health of the organization and if it will continue to stay in business in the future? If so, please describe.

**B. LEGAL COMPLIANCE AND ACCOUNTABILITY**

V-f \_\_\_\_\_ Describe how the organization monitors changes in legal and regulatory requirements. (Standard VB1) ❶

V-g \_\_\_\_\_ YES NO Does the organization have general liability insurance? (Standard VB2) If so, provide a copy of the declaration page. ❶

V-h \_\_\_\_\_ YES NO Does the organization have Directors and Officers liability insurance? If so, provide a copy of the declaration page. (Standard VB2) ❶

If the organization does not have general liability or Directors and Officers liability insurance, provide a copy of board minutes indicating that the board specifically considered and elected not to obtain such coverage.

V-i \_\_\_\_\_ Describe how the organization internally reviews its compliance with existing legal, regulatory and financial requirements. Include a description of persons or positions responsible for various compliance areas. Areas need to include, but are not limited to, those on the Standards for Excellence Legal Checklist. (Standard VB3) ❶

V-j \_\_\_\_\_ Provide a copy of the organization’s document destruction/retention policy.(Standard VB1) ❶

**VI. OPENNESS**

**A. ANNUAL REPORT**

VI-a \_\_\_\_\_ Attach a copy of the most recent annual report available to the public. (If organization does not produce a single annual report document, attach documents which are available for public inspection and which satisfy the Standards for an annual report: mission, program activities, basic financial data [which includes summary statement of financial activity and summary statement of financial position], names of organization's board members, and names of management staff.) (Standard VIA1)

If the annual report is available on the Internet, provide the web address:

\_\_\_\_\_  
(Note: If the organization produces a web-based annual report, all of the required information must appear on one page or links to the required information must appear on one page).

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## B. PUBLIC ACCESS

VI-b \_\_\_\_\_ List the individual in the organization who is responsible for assuring that the organization complies with the letter and the spirit of state and federal nonprofit disclosure laws. (Standard VIB2)

Name: \_\_\_\_\_

Title: \_\_\_\_\_

## VII. FUNDRAISING

### A. FUNDRAISING ACTIVITIES

VII-b \_\_\_\_\_ Attach a template of the organization's solicitation material that includes all required disclosure requirements. (Standards VIIA2, VIIA3) ❶

VII-c \_\_\_\_\_ Attach one copy of a sample or template (for future use) fundraising receipt including all required disclosures. (Standards VIIA2, VIIA3) ❶

### B. DONOR RELATIONSHIPS AND PRIVACY

VII-e \_\_\_\_\_ Provide copies of the organization's fundraising policy or describe the organization's fundraising procedure that addresses donor privacy. (The policy may be a management policy rather than a board-approved policy). (Standard VIIB1) ❶

### C. ACCEPTANCE OF GIFTS

VII-f \_\_\_\_\_ Attach a copy of the organization's board-approved fundraising policy governing acceptance of gifts which includes procedures that determine limits on individuals or entities from which the organization will accept a gift, purposes for which donations will be accepted, type of property accepted and whether to accept an unusual or unanticipated gift in light of mission and organizational capacity. (Standard VIIC1)

### D. FUNDRAISERS

YES NO Are the organization's fundraising personnel, either employees or independent consultants, compensated based on a percentage of the amount raised or other commission formula? (Standard VIID1) ❶

VII-g \_\_\_\_\_ If you have engaged fundraising counsel or professional solicitors in the past 3 years, please provide their names and a description of the task provided. (Standard VIID2) ❶

YES NO Did staff assure that the above were properly registered in the state?

## VIII. PUBLIC AFFAIRS AND PUBLIC POLICY

### A. PUBLIC POLICY ADVOCACY

VIII-a \_\_\_\_\_ YES NO Does the organization engage in advocacy? Keep in consideration that advocacy is defined as "active support (for)...a cause, idea, or policy" (*American Heritage Dictionary*), while lobbying is considered a special type of advocacy. Lobbying is specifically defined by federal, state and local laws and generally consists of communications that are intended to influence "specific legislation." (Advocacy Forum, "Being a Player," 1991). ❶

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YES NO Does the organization have a paid lobbyist? Please provide an explanation of his/her lobbying activities for the past fiscal year and whether he/she is appropriately registered in PA and/or with the federal government. ❶

YES NO Does the organization's executive director, senior staff or board members lobby on behalf of the organization? Please provide an explanation of their lobbying activities for the past fiscal year and whether they are appropriately registered in PA and/or with the federal government if activity is above the registration threshold. See below for note on PA lobbying changes. ❶

*Please note:* Pennsylvania's Lobbying Registration and Disclosure Act requires organizations and individuals that spend more than \$2,500 per calendar quarter on lobbying or advocacy communications to influence state government decisions to register as lobbyists with the PA Department of State, track their communications activities and disclose their expenses quarterly. Failure to comply could result in civil or criminal penalties. [Act 134 of 2006: 65 Pa.C.S. §1301-A, et seq.] [Regulations: 51 Pa. Code §51.1 et seq.] See PANO Legal Checklist for more details.

Organizations lobbying at the federal level must follow registration requirements with the Clerk of the US House of Representatives and with the Secretary of the US Senate.

## C. PROMOTING PUBLIC PARTICIPATION

VIII-d \_\_\_\_\_ If the organization engages in promoting participation in community affairs, describe how the organization assures that its activities are strictly nonpartisan. (Standard VIIC1) ❶

## IX. OTHER DISCLOSURES

IX-a \_\_\_\_\_ YES NO Are there currently, or has 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? Please describe such lawsuits or administrative complaints (or any pending administrative complaints or lawsuits). Address the following: (1) involvement of senior staff as subjects of lawsuit(s); (2) board involvement responding to the lawsuit(s); and (3) finding of liability or guilt. ❶

IX-b \_\_\_\_\_ YES NO Has your organization been the subject of any negative or unfavorable print or electronic media attention in the last year? If so, please attach. ❶

IX-c \_\_\_\_\_ YES NO Is there any other information that the Standards for Excellence staff should know about the organization which may affect if it will continue to stay in business in the future? If so, please describe. ❶

IX-d \_\_\_\_\_ YES NO Please enclose a copy of the organization's IRS determination letter. ❶

IX-e \_\_\_\_\_ YES NO Please enclose a copy of the organization's Articles of Incorporation. ❶

IX-f \_\_\_\_\_ YES NO Please provide the Bureau of Charitable Organization Registration Certificate, if applicable. ❶

**Standards for Excellence Tier Two requested documents/policies:**

- |                                         |                                                                                                                                                                                                                                                                                                                                                                                       |
|-----------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Mission and Program</b>              |                                                                                                                                                                                                                                                                                                                                                                                       |
| I-a                                     | Mission statement and boards review in the last five years                                                                                                                                                                                                                                                                                                                            |
| I-b                                     | Description of how organization's current activities are consistent with the mission                                                                                                                                                                                                                                                                                                  |
| I-d                                     | Description of program evaluations framework, basic data collection strategies for all programs and comprehensive program evaluation in place for at least 40% of the organizations efforts                                                                                                                                                                                           |
| I-e                                     | Program participant policy (confidentiality)                                                                                                                                                                                                                                                                                                                                          |
| I-f                                     | Description of program participant satisfaction and/or dissatisfaction measures                                                                                                                                                                                                                                                                                                       |
| I-g                                     | Grievance policy for program participants                                                                                                                                                                                                                                                                                                                                             |
| <b>Governing Body</b>                   |                                                                                                                                                                                                                                                                                                                                                                                       |
| II-a                                    | Board minutes from the last 12 months<br>Board resolution to apply for Standards for Excellence Tier Two recognition<br>Board's approval of budget<br>Board's approval of audit<br>Evaluation and salary setting for the executive director<br>Boards annual review of percentages spent on program, administration and fundraising<br>Board minutes: location and person responsible |
| II-b                                    | Committee minutes from the last 12 months                                                                                                                                                                                                                                                                                                                                             |
| II-d                                    | Most recently approved budget                                                                                                                                                                                                                                                                                                                                                         |
| II-e                                    | Description of executive director search and hire process; executive director's contract                                                                                                                                                                                                                                                                                              |
| II-g                                    | List of current board members (name, position, term-end date)                                                                                                                                                                                                                                                                                                                         |
| II-i                                    | Description and assessment of board diversity and plan for achieving board diversity (if needed)                                                                                                                                                                                                                                                                                      |
| II-j                                    | Details of board member compensation arrangement                                                                                                                                                                                                                                                                                                                                      |
| II-m                                    | Description of board orientation process                                                                                                                                                                                                                                                                                                                                              |
| II-o                                    | Organization by-laws                                                                                                                                                                                                                                                                                                                                                                  |
| II-p                                    | Board member expectations/job descriptions                                                                                                                                                                                                                                                                                                                                            |
| <b>Conflict of Interest</b>             |                                                                                                                                                                                                                                                                                                                                                                                       |
| III-a                                   | Conflict of interest policy                                                                                                                                                                                                                                                                                                                                                           |
| III-b                                   | Conflict of interest statement                                                                                                                                                                                                                                                                                                                                                        |
| III-c                                   | Explanation of conflict of interest statement use                                                                                                                                                                                                                                                                                                                                     |
| <b>Human Resources</b>                  |                                                                                                                                                                                                                                                                                                                                                                                       |
| IV-a                                    | Personnel policies                                                                                                                                                                                                                                                                                                                                                                    |
| IV-b                                    | Volunteer policies                                                                                                                                                                                                                                                                                                                                                                    |
| IV-c                                    | Description of employee performance evaluations                                                                                                                                                                                                                                                                                                                                       |
| IV-d                                    | Description of employee orientations                                                                                                                                                                                                                                                                                                                                                  |
| IV-e                                    | Statement about existence of position descriptions for staff                                                                                                                                                                                                                                                                                                                          |
| <b>Financial and Legal</b>              |                                                                                                                                                                                                                                                                                                                                                                                       |
| V-a                                     | Most recent form 990s                                                                                                                                                                                                                                                                                                                                                                 |
| V-b                                     | Audit and management letter for most recently completed fiscal year                                                                                                                                                                                                                                                                                                                   |
| V-c                                     | Four most recent internal financial statements                                                                                                                                                                                                                                                                                                                                        |
| V-d                                     | Explanation of how employees can confidentially report financial improprieties/misuse of funds, whistle blower protection policy                                                                                                                                                                                                                                                      |
| V-e                                     | Financial policy covering internal controls                                                                                                                                                                                                                                                                                                                                           |
| V-f                                     | Description of monitoring changes in legal and regulatory requirements                                                                                                                                                                                                                                                                                                                |
| V-g                                     | General liability insurance declaration page or minutes from meeting at which general liability insurance was discussed                                                                                                                                                                                                                                                               |
| V-h                                     | Directors and Officers liability insurance declaration page or minutes from meeting at which Directors and Officers insurance was discussed                                                                                                                                                                                                                                           |
| V-i                                     | Description of internal review of compliance with existing legal, regulatory and financial requirements                                                                                                                                                                                                                                                                               |
| V-j                                     | Document retention policy                                                                                                                                                                                                                                                                                                                                                             |
| <b>Openness</b>                         |                                                                                                                                                                                                                                                                                                                                                                                       |
| VI-a                                    | Annual report (or documents forming annual report)                                                                                                                                                                                                                                                                                                                                    |
| VI-b                                    | List of person responsible for compliance with disclosure laws                                                                                                                                                                                                                                                                                                                        |
| <b>Fundraising</b>                      |                                                                                                                                                                                                                                                                                                                                                                                       |
| VII-b                                   | Sample or template fundraising solicitation                                                                                                                                                                                                                                                                                                                                           |
| VII-c                                   | Sample or template fundraising receipt                                                                                                                                                                                                                                                                                                                                                |
| VII-e                                   | Fundraising policies or procedures on donor privacy                                                                                                                                                                                                                                                                                                                                   |
| VII-f                                   | Acceptance of charitable gifts policy                                                                                                                                                                                                                                                                                                                                                 |
| VII-g                                   | List of fundraising consultants or professional fundraisers and declaration that fundraisers are not paid on a commission or percentage basis                                                                                                                                                                                                                                         |
| <b>Public Affairs and Public Policy</b> |                                                                                                                                                                                                                                                                                                                                                                                       |
| VIII-a                                  | Lobbyist activity and registration                                                                                                                                                                                                                                                                                                                                                    |
| VIII-d                                  | Explanation: how organization insures that its efforts are strictly nonpartisan                                                                                                                                                                                                                                                                                                       |
| <b>Other Disclosures</b>                |                                                                                                                                                                                                                                                                                                                                                                                       |
| IX-a                                    | Lawsuit disclosure                                                                                                                                                                                                                                                                                                                                                                    |
| IX-b                                    | Media disclosure                                                                                                                                                                                                                                                                                                                                                                      |
| IX-c                                    | Sustainability disclosure                                                                                                                                                                                                                                                                                                                                                             |
| IX-d                                    | IRS determination letter                                                                                                                                                                                                                                                                                                                                                              |
| IX-e                                    | Articles of Incorporation                                                                                                                                                                                                                                                                                                                                                             |
| IX-f                                    | Certification of good standing with charity regulator                                                                                                                                                                                                                                                                                                                                 |