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<h1>NEA</h1>	<p>NONPROFIT ENGAGEMENT ADVISORS</p>
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*Connecting people, communities, and resources to
grow exempt organizations.*

Growing people, communities, and resources for exempt organizations.

Welcome!

Investing more than 25 years with local and national nonprofit organizations and over 30 years with national and international Fortune 250 companies, we have developed specific skill sets to bring success to exempt organizations and ensure their mission is achieved and sustained over time.

Using our group's wide range experience and expertise with Federal, State, government requirements, strategic planning for any size exempt organization, and 21st century funding strategies, we will add value to any size organization and the people and communities you serve.

Our team can provide you the latest strategies to meet and exceed your goals. One of the FREE tools we use is our nonprofit checklist. This tool is used to quickly assess your organization and ensure your organization is within all governance and compliance requirements.

Our Focus:

Our focus on engagement is what separates us from other groups. We use an evidenced-based approach and decades of experience to ensure we are engaging each nonprofit organization and those they serve. This high level of engagement acts as a catalyst to fundraising, planning, and overall operational excellence of any exempt organization.

Our Team:

We partner with Trainers, Executives, Fundraisers, Insurers, Accountants, Marketing Experts, Exempt Organization Tax and Governance Attorneys and Attorneys in other fields to provide you with the widest range of expertise of any group.

Comprehensive Solutions:

No other group provides the complete solution and expertise for all exempt organizations under one roof.



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ACTIVE
FUNDRAISING



EXECUTIVE
MATCH



COMPETITIVE
STRATEGY



DIVERSITY
EQUITY
INCLUSION



GOLD
STANDARD
GOVERNANCE



MEANINGFUL
BOARD
TRAINING



INCREASE
VISIBILITY



FINANCIAL
PROWESS



INSURANCE
SOLUTIONS



PROGRAM
SUCCESS



TECHNOLOGY
INNOVATIONS



HR
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COVID Assessment

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1. Please explain how your organization has been impacted by COVID (the pandemic)

STAFFING _____

EXPENSES _____

REVENUE _____

PROGRAM _____

SERVICES _____

STRATEGIC _____

PLANNING _____

QUALITY _____

OF LIFE _____

OTHER COMMENTS



Nonprofit Checklist

Governance Assessment

1. Our Organization maintains (in secured electronic or hard copy form) a corporate record book with current, legible copies of the following:
 - Y / N Certificate of Incorporation from the Secretary of State (in all States you engage)
 - Y / N Registered as a charitable organization of the State (in all States you engage)
 - Y / N Articles of Incorporation, with all amendments
 - Y / N Bylaws current (reviewed annually)
 - Y / N 501(c)(3) determination letter from the IRS (current)
 - Y / N Application to IRS (Form 1023) for tax-exempt status
 - Y / N Annual reports to the Secretary of State (in all States you engage)
 - Y / N Names, addresses, affiliations, and terms of office of all officers and directors
 - Y / N (For a membership organization), list of our current members and their addresses
 - Y / N Insurance policies
 - Types of Coverage:
 - Levels of Coverage:
 - Renewal Dates:
 - Y / N Minutes of all meetings of the members, board, and committees of the board
 - Y / N IRS Form 990 for the 3 most recent tax years
 - Y / N List of contributors
 - Major Donors: anyone over \$1,000
 - Individuals: organized by amount and time of contributions
 - Corporations:
 - Foundations:
 - Government:
 - Legacy Gift Donors:
 - Event Donors/Attendees:
 - In-Kind:

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2. Organization's registered agent is still at the address on file with the Secretary of State.

Y / N Name of Agent:

3. Organization prepares and maintains financial statements and statements of account on a regular basis. Y / N

4. Organization normally receives more than \$50,000 in gross receipts each year; it files an annual Form 990 or 990 EZ with the IRS. Y / N

5. If Organization does not normally receive more than \$50,000 in annual gross receipts, it files a 990N (e-Postcard). (Available at <http://www.irs.gov/charities/>). Failure to file this e-Postcard for three consecutive years will result in loss of federal tax exemption. Y / N

6. Organization has Officer and Director Insurance, and the board members have reviewed the policy and understand what it covers and what it does not cover. Y / N

When is the policy renewed? _____

7. Organization has notified the IRS of any material changes to our exempt purposes or activities, or amendments to our Articles of Incorporation or Bylaws since we applied for 501(c)(3) status. Y / N

8. Organization has a written conflict of interest policy and follows that policy. Y / N

9. Organization has a written whistleblower policy and if adopted, follows that policy. Y / N

10. Organization has a written document retention policy that ensures that documents are retained and secured for the appropriate period of time, and if adopted, follows that policy. Y / N

11. Conflict of Interest: Any transactions the organization undertakes with its insiders, known as "disqualified persons" (such as board members, senior executives, and their close family), including setting our executive director's salary, is (1) approved by the board or an independent committee, no members of which have a personal or financial interest in the transaction; (2) based on appropriate comparability data; and (3) concurrently documented by the board or committee which states the basis for its approval in writing, e.g., through minutes. Y / N



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12. Organization does not endorse candidates for political office and does not participate in any political campaign for or against a candidate for any public office. Y / N

13. Lobbying activities, if any, are an insubstantial part of our Organization's overall activities. If we are participating in any lobbying activities, we have considered making, and if appropriate, we have made a 501(h) election with the IRS by filing Form 5768. Y / N

14. Organization understands its 501(c)(3) determination letter from the IRS, and its status as either a "public charity" or a "private foundation." If there was an advance ruling period noted on our IRS determination letter that expired before June 9, 2008, we have filed a Form 8734 with the IRS. Y / N

15. Organization receives funds from regularly-conducted business activities that are unrelated to its exempt purpose; it correctly accounts for those funds, and understands how to report and pay taxes on this unrelated business income. Y / N

16. Organization understands its obligation to pay any state sales, business and occupation, or property taxes, and understands whether it is entitled to any exemptions from these taxes. Y / N

17. Organization has a current license to do business from the city/county where it is located. Y / N

When is the license renewed? _____

18. Organization acknowledges, in writing, gifts of \$100 or more. Y / N

19. Organization provides any goods or services of more than a nominal value to a donor who makes a contribution in excess of \$75.00; our Organization provides a disclosure statement to the donor with a good faith estimate of the fair market value of any benefit that the donor received. Y / N

20. Organization receives gifts of vehicles or other noncash gifts; it understands and follows the IRS regulations for substantiation of those gifts. Y / N



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21. If the Organization solicits charitable donations from the general public, it complies with the State's Charitable Solicitations Act, including registration and annual reporting requirements. Y / N
22. Our board has reviewed, and if necessary secured expert advice about, our financial controls, and regularly revisits this topic to assure adequate scope and compliance. Y / N
23. Organization has adequate separation of financial duties. In particular, the person writing and signing checks is different than the person reviewing and reconciling bank statements.
Y / N Signature cards updated annually based on board elections.
24. More than one person is an authorized signer on our Organization's bank accounts, and these signatories are up-to-date.
Y / N
25. Organization does not make loans to any of its officers, employees, or directors. Y / N
26. Organization understands and carefully observes any use or spending restrictions on grants and other contributed funds. Y / N
27. Organization's Board of Directors regularly reviews the Organization's financial statements, and reviews and approves the annual IRS Form 990. Y / N
28. Organization is confident that it has properly categorized volunteers, independent contractors, employees, and interns, and is treating them appropriately for their category. Y / N
29. Organization is confident it has properly classified employees as either exempt or nonexempt, and is treating them appropriately for their category. Y / N
30. Organization's staff members work overtime or have unusual hours, we are complying with wage and hour standards that govern overtime. Y / N
31. Organization has considered whether it should adopt written personnel policies that include, for example, a description of employee benefits, a process for handling a harassment complaint or other grievances, termination procedures, the process for performance management or employee reviews and other employment practices. Y / N



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32. Organization verifies that all employees are eligible to work in the United States by having all employees complete form I-9 which the organization retains on file for three years after the date of hire or one year after the date of termination of employment, whichever is later.
Y / N

33. Organization withholds federal income and FICA taxes from employees' paychecks, deposits these withheld funds, along with the employer's share of FICA taxes, with the IRS on a regular basis, and files a Form 941 quarterly with the IRS. Y / N

34. Organization prepares Form W-2 for employees and Form 1099 for any independent contractors. Y / N

35. Organization has registered with the State Departments of Labor and Industries and Employment Security. Organization makes quarterly payments to ESD for unemployment insurance, and makes quarterly payments to L & I for workers compensation insurance.
Y / N

36. Organization does not discriminate in employment on the basis of race, age, sex, disability, marital status, national origin or creed, or sexual orientation. Y / N

37. Organization has a written discrimination policy that is on file and followed. Y / N

38. Organization has evaluated whether it wishes to provide workers compensation coverage for volunteers. If it has elected to provide this coverage, it has timely notified the Director of the Department of Labor and industries of its intent to do so and is making the required contributions. Y / N

39. Organization operates a website, the Organization has posted written terms of use or terms of service that limits the Organization's liability and disclaims warranties. These terms of service are prominently located on the Organization's website. Y / N

40. Organization has a written social media policy in place and followed. Y / N

41. Organization has proper licenses or permission to use all photos and written information created by other persons or organizations.
Y / N

42. Organization has considered whether it should register or obtain other protection for any of its unique logos, designs, trademarks, or services.
Y / N

43. We are confident that our Organization's name does not infringe on the rights of any other organization. Y / N



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Nonprofit Checklist

44. Organization has considered whether it would be appropriate to license any written materials, photographs, recordings, art, policy manuals, seminar materials, etc, that may be available for use by others. Y / N

45. Organization has considered implementing a written privacy policy that describes how the Organization uses and discloses personal information. If a privacy policy has been adopted, the Organization periodically confirms that it is in compliance with the commitments it makes in that policy. Y / N

46. When contracting with third parties to perform services, our Organization uses an employment or independent contractor agreement that assigns ownership to the Organization of intellectual property created by the employee or contractor within the scope of his or her work for the Organization. For instance, if our Organization has hired a third party to create the Organization's website, the Organization has obtained ownership of the intellectual property in the website design from the developer. Y / N

47. If the Organization allows third parties to post information on the Organization's website, the Organization has implemented a Digital Millennium Copyright Act compliant notice and takedown provision as part of its terms of use or terms of service. The organization has also registered an agent with the US Copyright Office to receive notices of copyright infringement under the DMCA. Y / N

48. Does the organization have written policies for Diversity, Equity, and Inclusion processes such as recruiting, HR policies, and other operational policies that are active and consistently reviewed? Y / N

49. Does the organization have policies, strategic planning, or an operational process to track the cost of staffing and retention for the organization? Y / N

50. Does the organization have policies, strategic planning, or an operational process to evaluate all programs, organizational culture, board engagement, staff engagement, volunteer engagement, and donor engagement? Y / N

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Fundraising Assessment

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Source					
BOARD INVOLVEMENT	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Our Board of Directors actively fundraises for our organization.					
Our Board of Directors provides in-kind donations to help reduce organizational costs.					
Our Board of Directors refers our staff to potential funding sources or persons.					
VOLUNTEERS	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
We have a good amount of volunteers to help us.					
We train our volunteers regularly.					
We recognize our volunteers regularly.					
ONLINE FUNDRAISING	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Our website is conducive to mobile devices and easy online donations.					



Nonprofit Checklist

Fundraising Assessment

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Source					
ONLINE FUNDRAISING	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
We send out emails for donations at least twice a year.					
We engage in "text" donations regularly.					
We see at least 10% of our revenues from online donations.					
LEGACY GIFTS	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
We have experts associated with our organization that can manage all aspects of legacy giving.					
We have legacy giving workshops at least four times a year.					
At least 5% of our revenues come from legacy giving.					
DIRECT MAIL	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
We send out at least three direct mail pieces a year.					
We track our response rate by zip code for all direct mail pieces sent.					



Nonprofit Checklist

Fundraising Assessment

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Source					
DIRECT MAIL	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
10% of our revenue comes from direct mail.					
MAJOR GIFTS \$1,000 or more	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
We have someone on staff that regularly sources major gifts from individuals.					
We have a compelling presentation to help donors provide the organization with a major gift (multiple years)					
5% of our revenue comes from major gifts.					
DONOR ADVISED FUNDS	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
We have someone on staff that regularly works with donor advised funds or investment firms.					



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Fundraising Assessment

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Source					
DONOR ADVISED FUNDS	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
We have a compelling presentation to help donors provide the organization with a donation as part of their portfolio.					
5% of our revenue comes from donor advised funds.					
CORPORATE GIVING	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
We have lists of local businesses in our community that we actively work for donations.					
We have someone on staff that regularly sources support from corporations.					
At least 20% of our revenue comes from corporations.					
INDIVIDUAL GIFTS	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
We have someone on staff that regularly monitors individual donors.					



Nonprofit Checklist

Fundraising Assessment

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Source					
INDIVIDUAL GIFTS	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
We use a CRM or database to manage our donors.					
20% of our revenue comes from individuals.					
GRANTS AND FOUNDATIONS	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
We have someone on staff who regularly applies for local, state, and federal grants.					
We have supporting documents and a D&B account to apply for grants easily.					
We document all programming outcomes and can easily refer to them to compel funding sources to give to our cause.					
10% of our revenue comes from grants.					



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Fundraising Assessment

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Source					
FEE BASED SERVICES	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
We have someone on staff who regularly looks for contracts and fee based revenue.					
We have an MOU format and a compelling story to use when securing fee based revenue.					
10% of our revenue comes from fees.					
EVENTS	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
We have someone on staff that regularly plans for our special events.					
We have at least four special events a year.					
Our special events are always fundraising to cover the costs of the event and provide extra revenue for the organization.					
10% of our revenue comes from events.					



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Fundraising Assessment

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Source					
IN-KIND GIFTS	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Source of In-kind gifts is significant.					
In-kind gifts are recorded on a schedule and verified in writing for retail value.					
Thank you notes are regularly sent for in-kind gifts.					
10% of all donations are in-kind gifts					
CAPITAL CAMPAIGNS	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
The organization has completed at least two capital campaigns.					
There is an urgent need for a capital campaign to pay for property or construction.					
There is an urgent need for a capital campaign to build reserves.					
There is a committee for a capital campaign.					



Nonprofit Checklist

Operational Assessment

Strategic Planning:

There is a strategic plan in place for the next three to five years? Y/N

There is a strategic planning committee in place? Y/N

Are the following topics covered in your strategic plan?:

Y / N Cultural and Diversity Plan

Y / N Risk Management Plan

Y / N Technology and System Plan

Y / N Accessibility Plan

Y / N Performance Improvement Plan

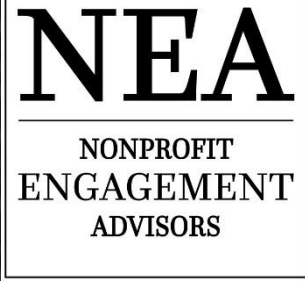
- Program assessment/improvements
- Individual and team performance (HR)
- Return On Investment on programming, events, and all efforts conducted by your organization.

Y / N Business Plan

- Operational Budget
- Fundraising Plan
- Reserves Plan
- Retention/Staffing Plan
- Growth strategies over the next three to five years

Y / N Marketing Plan

- Overall Outreach
- Social Media Plan
- Web presence plan
- Recruiting: staff, donors, volunteers



Nonprofit Checklist

Operational Assessment

Strategic Planning:

Manuals:

- Y / N Employee Manual
- Y / N Operations Manual
- Y / N Fundraising Manual
- Y / N Volunteer Manual
- Y / N Planned Giving Manual
- Y / N Succession Planning
- Y / N Onboarding Manual (Staff Training)
- Y / N Grant Writing Template
- Y / N Pipeline form for fundraising team

Staff/Board Development:

- Y / N Current training in place (annual, quarterly, monthly?)
- Y / N Frequency of training
- Y / N Board job descriptions and responsibilities
- Y / N Staff job descriptions, review process, and responsibilities

Board Active Committees:

- Y / N Executive Committee
- Y / N Finance Committee
- Y / N HR Committee
- Y / N Fundraising Committee
- Y / N Event Committee
- Y / N Program Committee
- Y / N Public Relations/Outreach Committee
- Y / N Other: _____

Board Meeting Schedule:

Monthly:

Quarterly:

Annually:

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Operational Assessment

Tracking/Recording Results:

- Y / N Website
- Y / N Facebook
- Y / N Twitter
- Y / N Email Database
- Y / N Television Media
- Y / N Radio Media
- Y / N Paper Media
- Y / N People served
- Y / N Volunteer hours
- Y / N Knowledge gain
- Y / N Knowledge applied
- Y / N New donors vs. existing donors (dollars and quantity of donors)
- Y / N Duration of donor gifts
- Y / N Measured outcomes of program or research
- Y / N Evaluation of programs, outreach, and organizational effectiveness

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Alignment Assessment

What are the core values of your organization?

What is the core value focus of your organization?

What should be the 10 year goal for your organization?

What is the marketing strategy for your organization?

What is the three year goal for your organization?

What is the one year plan for your organization?

What are the top five goals for your organization?

What three things are slowing your organization down?

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Alignment Assessment

Stop Light Analysis:

What are three things that need to stop in this organization?

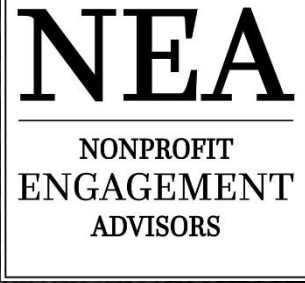
- 1.
- 2.
- 3.

What are three things that should continue in this organization?

- 1.
- 2.
- 3.

What are three things that should start in this organization?

- 1.
- 2.
- 3.



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Engagement Survey: Gallup's Q12

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TRUE FALSE

- TRUE FALSE 1. I know what is expected of me at work.
- TRUE FALSE 2. I have the materials and equipment to do my work right.
- TRUE FALSE 3. At work, I have the ability to do what I do best every day.
- TRUE FALSE 4. In the past seven days, I have received recognition or praise for good work.
- TRUE FALSE 5. My supervisor, or someone at work, seems to care about me as a person.
- TRUE FALSE 6. There is someone at work who encourages my development.
- TRUE FALSE 7. At work, my opinions seem to count.
- TRUE FALSE 8. The mission or purpose of my company makes me feel my job is important.
- TRUE FALSE 9. My associates or fellow employees are committed to doing quality work.
- TRUE FALSE 10. I have a best friend at work.
- TRUE FALSE 11. In the past six months, someone at work has talked to me about my progress.
- TRUE FALSE 12. In the past year, I have had opportunities at work to learn and grow.



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Financial Assessment

Revenue:

1. Do you have at least six month of operating reserves? Y / N
2. Do you have at least five sources of revenue? Y / N
3. Do you have any source of revenue more than 50% of the total revenue? Y / N
4. Have you implemented new revenue sources in the last two years? Y / N

Expenses:

1. Have you experienced deficit spending in the last three years?
Y / N
2. Are the majority of your expenses supporting your mission? Y / N
3. Are you cost sharing with any other organizations? Y / N
4. Are 10% of your expenses offset by in-kind donations? Y / N

Liabilities:

1. Do your liabilities exceed your reserves? Y / N
2. Do you have any liabilities over 5 years old? Y / N
3. Do you have any liabilities over \$10,000? Y / N

Assets:

1. What percentage of your assets are cash? ____%
2. What percentage of your assets are in investments? ____%
3. What percentage of your assets are in real property? ____%



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Performance Management

- We will follow up and help your board and staff evaluate the executive's performance for the first year after the hire date to ensure we are providing support for your new executive to be successful.

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