

## NONPROFIT CAPACITY BUILDING INSTITUTE: MISSION AND VISION

CAPACITY ELEMENT	BEST PRACTICE	YES	NO	IN PROCESS	PLEASE ENTER ANY ADDITIONAL INFORMATION
<b>Mission</b>	Mission Statement is clear, strong, relevant and current. It is widely held throughout entire organization and the mission is incorporated into daily operations and is frequently referenced.				
<b>Vision</b>	The vision is written, distributed to staff, and is frequently referred to and used to inform policy and set priorities. It is a clear, bold vision that is upheld by entire organization.				
<b>Goals and Strategic Planning</b>	The strategic plan is clear, coherent and is written, adopted, and reviewed annually by the management, board, and staff. The strategic plan is revised, as needed, and contains clear goals with measurable outcomes. The plan is the driving force for policy decisions and goals are set and outcomes are frequently measured. The organization's goals are directly linked to achieving it's mission. The organization solicits feedback and input from various stakeholders, including consumers, when developing and updating these strategic planning documents.				
<b>Culture &amp; Shared Values</b>	The common set of values and beliefs that are held by board, staff, management and stakeholders provide a shared purpose and positive direction for the organization and community.				
	<b>TOTAL:</b>				

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**Maximum Points:**      4                      0                      2



## NONPROFIT CAPACITY BUILDING INSTITUTE: **BOARD**

CAPACITY ELEMENT	BEST PRACTICE	YES	NO	IN PROCESS	COMMENT
<p style="text-align: center;"><b>Board Commitment</b></p>	<p>Dynamic and involved board whose members are frequently the catalyst for the agency's vision and success. Board members provide strong and meaningful support and expertise to the entire organization. Board vacancies are rare and are quickly filled when they occur. Most Board members are engaged, regularly attend meetings and often provide valuable guidance. Board members understand and are committed to the long-term stewardship responsibilities, the organization's mission, by-laws, policies, programs, and their roles and responsibilities as board members. The board members bring real expertise to the agency. The Board meets regularly, operates with a quorum, and records minutes of all meetings. The Board regularly updates and adopts policies to govern the organization in the areas of finance, human resources, fund development, and communications.</p>				
<p style="text-align: center;"><b>Board Committees</b></p>	<p>There are active and relevant committees in place which are staffed with innovative and energetic members. Committee chairs exhibit outstanding leadership and exist with an appropriate level of staff/ED support. The committee meetings take place on a regular schedule and are focused on specific outcomes based on committee topic. New board members are involved with committees. The committees are meaningful and well-functioning and members are actively engaged. Each board committee has a description.</p>				

<p><b>Board Operations</b></p>	<p>The Board adheres to rules of meeting conduct. Written agendas are sent out before meetings. Meeting minutes are sent out shortly after board meetings. The meeting minutes are approved by the Board.</p>				
<p><b>Board Composition</b></p>	<p>All board members are recognized experts in fields relevant to agency's mission and are valuable resources to ED and staff. They have a strong public presence and are well known public advocates for the agency. The Board's size is appropriate for accomplishing work and composition reflects the diversity of the community it serves. Board members have written and relevant job descriptions. Board members have the right mix of skills, knowledge, and background needed to fulfill their responsibilities (including functional and program-related expertise).</p>				
<p><b>Relationship with ED and Staff</b></p>	<p>Board and ED are in total sync driven by mutually agreed upon, challenging, and passionate goals for the agency's success. The board evaluates the ED in relationship to board-determined expectations and evaluates the ED at least annually. The Board is responsible for hiring or firing the ED, if necessary. The board sets expectations and qualifications for the ED which are clear and written. The ED cultivates potential board members to fill future gaps. The Board members are a resource to the ED and staff and there is an effective working relationship between the Board and the ED.</p>				

<p><b>Orientation</b></p>	<p>New board members receive a professional orientation and are provided with a complete overview of the agency (finances, funding sources, program, etc). and are provided with written material regarding ethics, fiduciary responsibility, potential conflicts, etc. Board members are fully apprised of the responsibilities and expectations associated with the position. A formal Board orientation is conducted by the ED and it fully informs new Board members of expectations and responsibilities. The organization completes a formal Board Member Evaluation. Board orientation includes a packet about assuming their position that includes:</p> <ul style="list-style-type: none"> <li>· An organizational chart</li> <li>· Summaries of all programs/services</li> <li>· A list of key staff and their positions</li> <li>· Brief biographies of all Board Members</li> <li>· A copy of the by-laws</li> <li>· Financial statements from the previous two years</li> <li>· Board minutes from the previous two years annual</li> <li>· Auditor’s reports for the previous two years</li> </ul>				
<p><b>Governance</b></p>	<p>All board positions and committees work well within clearly defined parameters according to standard professional procedures. Board is informed, knowledgeable, able to interpret complex reports, analyzes data, and responds proactively to areas of concern. Regularly scheduled Board meetings are well run, effective, and have excellent attendance. The board roster is full and in line with by-laws. The organization maintains a list of committees and descriptions</p>				

	<p>and the resumes and bios of Board members. The board adopts and regularly reviews an annual set of organizational strategic goals and measurable outcomes in addition to evaluating its performance annually. The organization has a formal Board Manual. The Board adopted a set of by-laws that defines its essential responsibilities.</p>				
	<p><b>TOTAL:</b></p>				

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## NONPROFIT CAPACITY BUILDING INSTITUTE: **SYSTEMS AND INFRASTRUCTURE**

CAPACITY ELEMENT	BEST PRACTICE	YES	NO	IN PROCESS	COMMENT
<b>Technology Infrastructure</b>	The organization's IT Team has access to latest technological advances. Technology equipment and programs are up to date, in place, and operational. System costs are frequently evaluated.				
<b>Technological Expertise</b>	The IT department is fully staffed and available to keep systems operational. Staff are extremely skilled in all operating programs, computer literate, and able to operate systems and equipment relevant to their position. The organization provides additional or advanced training for database management and technology.				
<b>Database Management</b>	The database systems in place perform basic and complex analysis. All software is licensed. Improvements in technology systems occur as budget and time permit. Compliance with written policies and procedures ensure that good electronic database management is in place. Tracking and reporting systems operate well and can compile, report, and analyze basic data.				
<b>Records &amp; Filing</b>	As appropriate, files are transferred into electronic format and are easily accessible through the database system. Paper files are well organized and complete. Files are reviewed regularly by staff to ensure compliance with organization and funder requirements. The organization has a written records and filing policy.				

<b>Planning Systems</b>	The organization has adopted a professional and relevant long-term strategic plan, which is updated annually. The Board and staff regularly use the plan to guide growth and gauge progress.				
<b>Decision Making Framework</b>	The organization's chain of command is clear to all staff and regularly followed. Decisions are well thought out, and as appropriate, involve broad participation along with quick dissemination of information.				
<b>Physical Infrastructure</b>	Space is efficiently designed, well maintained, and can be adapted to future growth. Physical infrastructure is good, well maintained, meets all accessibility guidelines, and is used efficiently. The location is large enough to accommodate all staff and operational needs.				
	<b>TOTAL:</b>				

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## NONPROFIT CAPACITY BUILDING INSTITUTE: ASSET MANAGEMENT

CAPACITY ELEMENT	BEST PRACTICE	YES	NO	IN PROCESS	COMMENT
<p><b>Capital Needs</b></p>	<p>The organization understands the importance of maintaining their assets by identifying capital needs through an annual assessment. Funding for short term items is readily available through the budgeting process and a capital reserve account is regularly funded to address long term issues. The organization properly funds reserve accounts as required by funding agreements or other policies. There is an up-to-date written capital expenditures plan and a process for identifying capital needs. Policies related to capital needs are reviewed regularly by the Board and Senior Management to ensure cost effectiveness. As part of capital needs assessment, mitigation options are reviewed to ensure property protection and premium discounts.</p>				
<p><b>Portfolio</b></p>	<p>The organization owns and manages rental properties. Multifamily properties owned or managed by the organization are at least 93% leased. Single-family units offered for rent do not report extended periods of vacancy. Properties owned or managed have no compliance issues or written plans of corrective action to address compliance. The organization has Maintenance and Capital Improvements Plan in place for all properties.</p>				



<p><b>Insurance</b></p>	<p>The Board and Senior Management conducts a rigorous evaluation of insurance coverage to ensure maximum protection at minimum price. All insurance policies are reviewed regularly by the Board and Senior Management to ensure cost effectiveness. Liability insurance policies are current. There are current insurance certificates or policies for all properties. All required insurance policies for properties owned and/or managed by the organization are in place, up-to-date, have the appropriate limits and coverages, as evidenced by current insurance certificates and/or policy documents.</p>				
<p><b>Performance</b></p>	<p>Property performance is assessed monthly, and trends are monitored to quickly identify potential issues and formulate a timely response. Assets are analyzed at minimum annually to evaluate financing based on current market conditions. Properties owned or managed report positive cash flow and the ability to cover hard debt, if applicable. The organization reviews financial statements for rental properties on a scheduled, regular basis. There are no compliance issues at any of the properties.</p>				

<b>Maintenance</b>	Maintenance staff are well qualified, professional, and prompt. Their judgement is invaluable in assessing potential problems and recommending cost effective and quality solutions. There is a formal work order system in place for property maintenance. Work orders are promptly addressed. Properties owned or managed report no deferred maintenance.				
<b>Tenant Participation</b>	There is a formal tenant association that holds structured meetings. Feedback from tenant associations helps shape agency policy and contributes to some property management decisions. The organization has regular contact with tenants through direct outreach or through the property manager.				
	<b>TOTAL:</b>				

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## NONPROFIT CAPACITY BUILDING INSTITUTE: PROGRAM MANAGEMENT

CAPACITY ELEMENT	BEST PRACTICE	YES	NO	IN PROCESS	COMMENT
<p><b>Policies and Procedures</b></p>	<p>Excellent policies and procedures are in place and are regularly reviewed for efficiency, effectiveness, relevance, and are periodically updated to support funder requirements, best practices, and programmatic changes. The organization has developed and implemented clear and concise written policies and procedures for programs and are frequently referred to by staff. The organization has an Operations Manual containing policies and procedures manual or other program operating documents for most or all programs.</p>				
<p><b>Job Design</b></p>	<p>All roles have associated positions and all individuals have clearly designed roles as described in written job descriptions for each position. Staff is empowered and encouraged to modify and improve programs for which they are accountable.</p>				
<p><b>Program Design</b></p>	<p>Innovative and effective programs are in place to meet agency and community needs. Programs are regularly evaluated to ensure maximum efficiency and relevance, incorporating new ideas to improve operations. The organization has up-to-date descriptions for programs and activities, all of which support the organization's mission or affordable housing (generally). The organization is meeting its goals with each program and activity.</p>				

<p><b>Program Reporting &amp; Measurement</b></p>	<p>Reports are presented in a professional format and content is accurate. Reporting requirements are reviewed frequently and are used to inform and develop policy. Reports are evaluated regularly to ensure goals and objectives are being met and the organization is up-to-date and on-time with all internal and external reporting requirements. Any recent program compliance monitoring is reported to funders. The organization has a formal process to measure program outcomes.</p>				
	<p><b>TOTAL:</b></p>				

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## NONPROFIT CAPACITY BUILDING INSTITUTE: **COMMUNITY**

CAPACITY ELEMENT	BEST PRACTICE	YES	NO	IN PROCESS	COMMENT
<b>Funders</b>	Agency meets and exceeds funder expectations which translates into additional opportunities. The organization successfully completes projects according to funding goals and objectives. The organization has established long-term funding relationships with the funders.				
<b>Partnerships</b>	The organization developed dynamic, formal, and productive partnerships that mutually benefit all parties. These successful partnerships often result in increased funding opportunities, productivity, services, and community presence. Partnerships serve to increase organizational capacity, increase opportunities, or at least support community goodwill. The organization formalizes partnerships through written agreements and has executed MOUs, partnership agreements, or service contracts. The organization partners with other organizations (other nonprofits, for profit businesses, etc.) and engages stakeholders (both members and the larger community) through some means at least once a year.				
<b>Needs Assessment</b>	Community input is actively solicited throughout the year through a variety of methods. The data that is collected and evaluated is key to directing the future of the organization. The organization completes a community needs assessment and conducts client satisfaction surveys to evaluate consumer experience.				

<p><b>Community Engagement and Education</b></p>	<p>The organization communicates at least twice a year with members through newsletter, gatherings, or other means. The organization has a current website that provides detailed information. A list of perspective clients is maintained, collected from attendees of homebuyer education classes, website forms, counseling, and other means. The organization meets with its homeowners and/or renters regularly. The organization provides a formal homebuyer counseling program or has a formal relationship with another agency to offer this type of program.</p>				
<p><b>Clients</b></p>	<p>The organization maintains an open door policy outside of regularly scheduled meetings and provides easy access to programs and services, including to additional appropriate services when available. Clients have an excellent understanding of the process and are active participants in their own success. Clients who are not eligible for services are referred to other community resources to best support their needs. The client process is clear and understandable to potential clients, including requirements to move to each next step and estimated timelines. There is a formalized client process, understood by staff, from intake to closing/lease-up. The organization's staff meets at least once with homebuyers/renters on a one-on-one basis.</p>				

## Policy Making

Organization is often the catalyst for policy decisions and is called upon by policy makers to offer substantive comment and recommendations. The organization serves to address community needs as expressed in a neighborhood plan, comprehensive plan, or other planning document. The organization participates in community engagement activities applicable to community/neighborhood plans that are completed by local government or other community partners. The organization is engaged in local policy initiatives, working groups and program development, promoting permanent affordability. The organization maintains written resale procedures (from Operations Manual or document other than the Ground Lease) and are understood by staff.

### TOTAL:

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## NONPROFIT CAPACITY BUILDING INSTITUTE: **FINANCIAL**

CAPACITY ELEMENT	BEST PRACTICE	YES	NO	IN PROCESS	COMMENT
<b>Policies and Procedures</b>	The organization always adheres to excellent and professional financial management policies and procedures ensuring extremely low potential for mismanagement. Cash flow is actively monitored and evaluated. The organization has adopted strong practices to manage the organization's finances and has and adheres to written fiscal policies.				
<b>Financial Management &amp; Reporting</b>	The organization has strong systems and controls in place to routinely scrutinize fiscal information. Reporting is used as a tool to evaluate organizational strength and identify areas for improvement. The organization has defined accounting practices that includes cash flow monitoring and evaluation according to the organization's written policies in accordance with best practices and completion of audits and tax returns completed in a timely manner. The organization is current in filing its IRS 990, Return of Organization Exempt from Income Tax. There are designated staff with specific roles who are responsible for managing finances. The Executive Director reviews and audits and financial reports with the Board.				
<b>Budgeting</b>	Budgeting is integrated into all operations of the organization. All staff are held accountable for variances and involved in the annual budget process along with ED and Board. The budget is scrutinized by the Treasurer and reported on at monthly at Board meetings.				



<p><b>Revenue</b></p>	<p>The organization generates revenue from:</p> <ul style="list-style-type: none"> <li>· Rental revenue</li> <li>· Development fees</li> <li>· Ground lease fees</li> <li>· Grants and donations</li> <li>· Program income</li> </ul>				
<p><b>Funding Sources</b></p>	<p>The organization's development department is aggressive and successful in securing funding from a wide variety of sources. Diversifying funding sources is recognized as important to the sustainability of the programs and activities. Programs and assets are well managed and provide a reliable source of income for the agency. The funding is flexible and can be used for diverse program needs.</p>				
	<p><b>TOTAL:</b></p>				

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## NONPROFIT CAPACITY BUILDING INSTITUTE: **STAFF**

CAPACITY ELEMENT	BEST PRACTICE	YES	NO	IN PROCESS	COMMENT
<p><b>Staff Roles and Responsibilities</b></p>	<p>Staff roles and responsibilities are clearly defined in up-to-date written job descriptions and indicating appropriate training and experience. The staff has sufficient skills, understanding of their role, experience, and knowledge to carry out the organization's programs and effectively meet all organizational needs. Staff has the expertise to perform duties of job and execute programs/activities and is cross trained to assume other roles, as needed. The staff has working knowledge of planning documents affecting the organization's service area, including a current organizational chart. The staff clearly understand and describe the vision and mission of the organization.</p>				
<p><b>Staff Experience</b></p>	<p>All staff have relevant background and education, are extremely qualified, are able to perform all tasks associated with their position, and have the ability to perform duties outside their stated job description. There is a low-rate of staff turnover and the staff have experience working with affordable housing programs, specifically affordable homeownership programs, and familiarity with government programs through which affordable housing is subsidized. The organization mandates a training schedule and provides training for staff.</p>				

<p><b>Motivation &amp; Self Direction</b></p>	<p>All staff are highly capable in multiple roles, committed to both mission and strategy. Staff actively seek additional responsibility and additional knowledge and frequently share ideas that contribute to the organization's growth. The staff understands housing and service models, how they relate to the organization's operations, and can effectively communicate the programs to others. Staff are encouraged to pursue professional development to upgrade their skills enhance skills related to program management and effectively perform tasks within their expertise by participating in internal and external training and opportunities. Staff are able to verify the credentials of consultants and partner organizations who carry out work for the organization. Staff members are evaluated at minimum annually and are given constructive feedback from managers on a regular basis.</p>				
<p><b>Volunteers</b></p>	<p>Well run volunteer program with a large base of dedicated and enthusiastic members who bring complementary skills to the organization.</p>				
	<p style="text-align: right;"><b>TOTAL:</b></p>				

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## NONPROFIT CAPACITY BUILDING INSTITUTE: **HUMAN RESOURCES**

CAPACITY ELEMENT	BEST PRACTICE	YES	NO	IN PROCESS	COMMENT
<b>HR Staff</b>	Excellent and progressive procedures regularly adhered to. Professional HR staff ensures compliance.				
<b>Personnel Policies</b>	The organization maintains resumes for each Board member, staff person, and/or independent contractors. The organization has Board approved written HR and personnel policies and procedures in place that are administered and updated by knowledgeable staff and available to the organization staff. Personnel policies include hiring procedures, performance reviews, employee benefits policies and procedures, grievance procedures, termination procedures, non-discrimination and ADA compliance policies, record keeping procedures, payroll related policies and procedures, and professional development and training policies and procedures. Written personnel policies are reviewed and updated as appropriate to maintain compliance with legal requirements.				
<b>Staff Training &amp; Development</b>	A formal internal training department ensures new and existing personnel receive ongoing training to develop their careers within the agency and increase professional expertise and upgrade skills. New staff follow a standardized internal training regimen to ensure they have a good understanding of job requirements and responsibilities. Staff attends formal training classes and workshops and are required to attend additional outside training to increase expertise.				

<p><b>Compensation &amp; Benefits</b></p>	<p>The organization has an adequate compensation system with guidelines including salary standards, retirement benefits, health care benefits, and systems for bonuses, awards, and recognition of high performance that is on par with similar organizations. The Board reviews the organization's overall salary structure and employee benefits and there is a well-designed and formal procedure to evaluate and reward job performance regularly, resulting in compensation tied to performance. The organization offers an excellent salary and benefits package to attract and retain the best qualified personnel for the right positions. The Staff and ED are fairly compensated, according to industry standards, and receive good benefits.</p>				
	<p><b>TOTAL:</b></p>				

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## NONPROFIT CAPACITY BUILDING INSTITUTE: **LEGAL**

CAPACITY ELEMENT	BEST PRACTICE	YES	NO	IN PROCESS	COMMENT
<b>Agency Documents</b>	All legal documentation is valid and current. Documents are easily accessible by appropriate staff. The organization has a current 501(c)3 status and documentation.				
<b>Risk Management</b>	An excellent system is in place to ensure all policies are appropriate, current, and are regularly reviewed by Board and Management to ensure cost effectiveness. The organization has liability insurance.				
<b>Legal Counsel</b>	Organization has access to qualified, reasonably priced legal services and they are utilized appropriately.				
	<b>TOTAL:</b>				

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