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**Thirty Tools for Improving Your Organization's Governance, Operations and Management
with the Standards for Excellence® Educational Resource Packets and Bulletins! Free for PANO members!**

The Pennsylvania Association of Nonprofit Organizations offers 30 educational resource packets that cover nonprofit legal requirements, best practices and sample policies included in the 6 Standards for Excellence Guiding Principles outlined in the *Standards for Excellence: An Ethics and Accountability Code for the Nonprofit Sector*®.

Standards for Excellence® Educational Resource Packets:

1. Mission, Impact and Planning

- Attachments: Sample Strategic Plan Worksheet for Executive Summary and Sample Strategic Plan Implementation/Action Plan

2. Program Evaluation

- Attachment: Sample Outcomes Logic Model (WK Kellogg Foundation) and Sample Program Evaluation Matrix (Standards for Excellence Institute)

3. Strategic Partnerships

- Attachments: Sample Policy on Strategic Partnerships (Pathfinders for Autism), Mergers Due Diligence Checklist, Legal Issues and Nonprofit Mergers

4. Board Member Responsibilities

- Attachment: Sample Bylaws, Sample Board Evaluation, Position Description, Sample Board Commitment Form, Board Orientation Checklist, Board Member Handbook, Ten Tips for Effective Meetings, Board Meeting Minutes, and Board Committees; Opinion on Proxy Voting, Board meeting Minutes Article

5. Board and Executive Partnership

- Attachments: Leadership Roles in Management and Governance Diagram, Board Calendar Board Room Quick Tip, Sample Position Description: Executive Director, Sample Executive Director Evaluation Process Resource Tool

6. Succession Planning

- Attachments: Sample Leadership Development and Succession Plan, Board Room Quick Tip, Strategies for Successful Succession

7. Board Member Composition and Independence

- Attachments: Board Development Committee, Board Composition Analysis, Statements on Board Diversity, Family and Business Relationships and Interested Person Independence Questionnaire

8. Model Employee Handbook

8A. Personnel Policies, Orientation, Compensation and Evaluation

- Attachments: Annual Review of Executive Director form, Standards for Excellence Institute, Annual Employee Evaluation form, Compensation Philosophy Statements, Compensation Policy for Employees, Compensation Policy for Executive Director, Compensation Policy, Model Review of Organization's Salary Structure, Standards for Excellence Model Employee Handbook, 1999-2014, Standards for Excellence Charitable Nonprofits Guide to Telecommuting, 2012-2014

8B. Charitable Nonprofits Guide to Telecommuting

- Nonprofit Telecommuting Policy, Nonprofit's Telecommuting Application Home Office Checklist, Telecommuting Agreement Form

9. Sustainability and Sustainability Planning

- Attachments: Sample worksheets on cataloging income, capturing expenses, and assets and liabilities (Recession Tool Kit), functional expenses worksheet

10. Volunteer Policies

- Attachments: Model Volunteer Program Policies and Procedures, Position Description for Volunteer Coordinator, Sample Volunteer Policies

11. Diversity, Equity and Inclusion

- Attachments: Sample Cultural Competency Policy (Arc of Central Chesapeake), and Diversity, Equity and Inclusion Self-Assessment for Nonprofit Organizations

12. Legal Requirements Checklist

- Attachments: Checklist of Compliance with Selected Legal, Regulatory, and Financial Reporting Requirements for Charitable Nonprofits

13. Disclose It: A Charitable Nonprofit's Guide to Disclosure Requirements

14. Reporting Misconduct and Whistleblower Protection

- Attachments: Sample policy on Confidential Reporting of Financial Impropriety or Misuse of Organization's Resources, Sample policy on Reporting Improprieties, Fraudulent or Dishonest Conduct, Sample Financial Impropriety or Misuse Policy, Sample Job Description for Individual (Volunteer or Paid Staff) Managing the Ethics Hotline (or similar mechanism to provide employees a confidential means to report suspected financial improprieties or misuse of organization resources).

15. Conflicts of Interest

- Attachments: Model Conflict of Interest Policy, Model Conflicts of Interest Annual Affirmation of Compliance and Disclosure Statement, Sample Questionnaire on Family and Business Relationships and Interested Person Independence

16. Developing a Code of Ethics

17. Working Professionally Budgeting Statement of Privacy, Sample Confidentiality Policy with Accompanying Enrollment Form and Family Rights Policy (Prince Georges' Childcare Resource Center), and Sample Fundamental Human Rights Policy (Humanim)

18. Financial Budgeting, Reporting, and Monitoring

- Attachments: Glossary of Terms associated with financial planning and monitoring, Sample Request for Proposal for an Audit, sample Independent Nonprofit Auditor Policy, Board's Review of the Form 990 Policy, Effective Fiscal Management, Sample Section of Board Minutes Reflecting Review of Percentages Spent on Program, Administration and Fundraising

19. Financial Policies and Internal Controls

- Attachments: Sample Investment Policies, Sample Joint Venture Policy, Sample Policy on Unrestricted Net Assets, Model Purchasing Policy, Sample Internal Control Policy, Practical and Almost Painless Approaches to Improving Internal Controls

20. Administrative Policies

Crisis and Disaster Planning:

- Attachment: Sample crisis and disaster plan introduction, Roles and Responsibilities of the Disaster/Crisis Team, Sample Risk Assessment Worksheet, Sample Emergency/Crisis Communication Plan

Information Technology Planning:

- Attachment: Social Media Factsheet, Acceptable Use Policies, Information Technology Consultants, Data Security and Integrity

Communications, Engaging the Public and Social Media:

- Attachment: Social Networking Policy (The Arc Baltimore), Sample Nonprofit Style Guide, Essential Communications Tools (excerpted from Generate Buzz! Strategic Communications of Nonprofit Boards)

21. Risk Management and Insurance

- Attachments: Questions and Answers about D & O Coverage

22. Resource Development Planning and Sources of Income

- Attachments: Sample Resource Development Plan, Sample Board Development Calendar, Income Worksheet, Fundraising Case Statement Fundraising Readiness Worksheet, Annual Campaign Information, Telemarketing and Phone-a-thon Information, Major Gifts, Grants, Federated Fundraising, Special Events, Planned Giving Overview, Supporting Organizations Overview

23. Fundraising Costs

- Attachments: Attachments: Typical Fundraising Event Expenses, Nonprofit's Fundraising Expenses

24. Fundraising, Solicitation, Acceptance of Gifts, and Working with Donors

- Attachments: Model Solicitations and Acceptance of Gifts Policy, Donor Bill of Rights (Association of Fundraising Professionals)

25. Fundraising on Behalf of the Organization

- Attachment: Sample Fundraising Agreement for Outside Organizations Raising Money Without Charge on Behalf of a Nonprofit

26. Educating and Engaging the Public

- Attachment: Final Checklist Before Releasing Materials to Public

27. Advancing the Mission through Public Policy

- Attachments: Sample Policy on Public Policy, Sample Advocacy Policy, Limited Advocacy Policy, Worry-Free Lobbying for Nonprofits, (Alliance for Justice, 2012)

Form 990 Policy Compendium

- Attachments: Board Member Independence Questionnaire, Board's Review of the Form 990, Conflict of Interest Policy, Compensation Policy, Auditor Independence Policy, Whistleblower Policy, Joint Ventures Policy, Expense Reimbursement Policy, Solicitation and Acceptance of Gifts Policy, Document Retention and Destruction Policy