Accountability Indicators for Nonprofit Organizations Revised: December 7, 2009

A. Mission and Program

	Yes	Partial	No
1. The organization has a board approved mission statement aligned with public need and reviewed every three years.			
2. The board of directors, program volunteers and staff know and understand the mission statement.			
3. The board's policy decisions are reflective of mission.			
4. The board performs an annual review of organizational effectiveness.			
a. The organization remains committed to and focused on fulfilling mission.			
b. The organization evaluates the impact and quality of programs.			

B. Governance

	Yes	Partial	No
1. The organization is governed by a board of volunteers who each demonstrate support of the mission.			
2. Board members bring leadership to the organizational mission by supporting operational needs through identified skills such as fundraising, marketing, finance, and business.			
3. Board composition reflects the diversity of the community served.			
4. The board nomination process considers community demography.			
5. Board members monitor and govern organizational performance by engaging in planning, financial oversight, and assessment of compliance with laws, regulations, and applicable industry standards.			
6. The board delineates member expectations including meeting attendance, committee participation and other types of volunteer service.			
7. The board periodically evaluates adherence to member expectations individually and collectively.			
8. The board meets regularly and no less than quarterly.			
9. The board has a written policy requiring disclosure of potential conflicts of interest of board, staff and volunteers.			
10. The board excludes any member(s) with conflicts of interest from decision making and business transactions.			
11. The organization maintains records pertinent to governance including minutes, policies and appropriate governing documents. [Refer to record retention as required by Sarbanes-Oxley].			

C. Fundraising and Development

	Yes	Partial	No
1. Each board member makes a personal financial contribution within his/her means.			
2. The board establishes expectations in regard to member contributions, and periodically evaluates adherence.			
3. Board members participate in soliciting contributions.			
4. The organization respects the confidentiality of donors.			
5. Board members respect the proprietary nature of the organization's fundraising information.			
6. The organization conforms to the Code of Ethical Principles and Standards of Professional Practice, as adopted and amended by the Association of Fundraising Professionals.			

D. Employment Practices

	Yes	Partial	No
1. The organization's employees have access to a written, board approved human resources policy and procedures manual.			
2. Policies are practiced and enforced in the workplace.			
3. The organization provides job descriptions and annual evaluations.			
4. The board conducts an annual evaluation of the chief executive.			

E. Financial Management and Accounting

	Yes	Partial	No
1. The organization maintains complete and accurate financial records.			
2. The organization complies with generally accepted accounting principles and reporting requirements of the IRS.			
3. The board performs an annual review of the Form 990 tax return before it is filed.			
4. Financial reports prepared by the organization at a quarterly minimum include:			
a. statement of financial position;			
b. statement of activities;			
c. budget variance.			
d. statement of Revenues/Expenditures with budget variance			
5. The board assesses the need for an independent compilation, review or audit to verify the accuracy of financials.			
6. The board has adopted and practices accounting policies and procedures.			
a. internal controls over financial reporting			
1. cash disbursements- appropriate payees			
2. cash receipts i.e.,petty cash, handling of small cash payments, accounts receivable and large cash deposits, etc.			
3. accounts with financial institutions			
4. inventory control- product			

E. Financial Management and Accounting Continued

	Yes	Partial	No
5. inventory control- fixed assets, consumable products			
6. payroll- reporting of hours, large operations, multiple locations			
7. purchasing- valid vendors, timely payments			
8. properly documented authorization of transactions			
b. prudent investment of assets			
c. document retention & destruction policy			
d. whistleblower policy			
e. backup of company data/records.			
7. The board monitors and minimizes the exposure to risk for board, employees, volunteers and clientele.			
8. The board assesses insurance coverage annually.			
9. The board approves an annual budget and monitors variances.			
10. The board monitors investments and cash position.			

F. Public Accountability

	Yes	Partial	No
1. The organization complies with federal, state and local laws requiring disclosure of information or reports to the public.			
2. The organization publishes an annual report.			

G. Volunteer Management

	Yes	Partial	No
1. The organization has defined volunteer roles and prepared job descriptions.			
2. The organization has established policies and procedures governing volunteer activity in support of program needs.			
3. The organization strives to recruit volunteers that are reflective of the clientele.			
4. The organization evaluates the effectiveness of its volunteer management and success in accomplishing its mission.			

H. Technology

	Yes	Partial	No
1. The organization has policies that address backup and recovery of information.			
2. The organization replaces office technology hardware timely to assure effective program delivery and productivity.			
3. Organizational policy and procedure addresses limitation of technology usage to achieve mission.			
4. The organization should have a security policy that addresses password, anti-virus, firewall, and standards.			