



2019 NONPROFIT EXCELLENCE AWARDS

Application Information

Deadline to apply: April 24, 2019

Overview

We inspire and build a powerful nonprofit community in New York because we believe that strong, sustainable nonprofits change the world. The Nonprofit Coordinating Committee of New York (NPCC) helps build strong, resilient nonprofits by teaching and promoting excellent management practices.

NPCC's Excellence Awards program provides an opportunity for all nonprofits to assess their management practices in a full 360-degree assessment of their management practices, along with insightful feedback from a knowledgeable team of experts, and recognizes those with innovative and promising management practices. Organizations recognized are eligible to win cash prizes and scholarships to Columbia Business School leadership programs for nonprofit professionals.

The Awards Prizes

Prizes totaling \$50,000 will be awarded: \$30,000 to one winner for Overall Management Excellence award, and \$10,000 for the two other finalists. Each organization receiving special recognition for outstanding management practices for each of the [Key Areas of Nonprofit Excellence](#) will receive a scholarship for leadership programs for nonprofit professionals at the Columbia Business School Executive Education Programs in Social Enterprise. It will be possible for one organization to win in one or more categories, although our ultimate goal is to recognize as many nonprofits as possible.

The winner of the Overall Management Excellence award, the finalists and all recipients of special recognition (represented by at minimum, their chief executive and board chair) are required to participate in the Best Nonprofit Conference, to be held in **December 10, 2019**, which will feature and uplift their management strengths and strategies identified through the selection process. The conference will also feature an awards ceremony whereby all organizations being recognized will be celebrated.

Eligibility

The Awards competition is open to any 501(c)(3) nonprofit organization based in the New York City area: Manhattan, the Bronx, Brooklyn, Queens, Staten Island, Nassau County, Suffolk County, and Westchester County.

Applications are welcome from **organizations of all budget sizes, relatively new or well-established organizations, and any type of operating 501(c)(3) nonprofit, regardless of its mission.** Organizations do NOT need to be members of NPCC to apply. In reviewing applications, the Selection Committee will take into account the management resources available to each organization in terms of funding, staff and volunteers. **The competition is free to all applicants.** For more about eligibility to the awards, visit: <https://www.npccny.org/nonprofit-excellence-awards/eligibility/>

NPCC reserves the right to, at any time during the application process, deem an application ineligible for consideration due to fraud, misrepresentation, bad acts of any kind, questionable financial management, or any compromise of integrity that calls into question that applicant's truthfulness and candor regarding their organization's management and programmatic practices. NPCC engages in a professional assessment of

applicants' documents submitted, and engages in online research and background checks for all applicants. NPCC engages in further due diligence on a case-by-case basis. Factors considered in determining an applicants' eligibility also include: an applicants' reputation and feedback from employees or partners on Glassdoor and similar websites.

Collaborators & Supporters

The Awards are a program of NPCC. NPCC manages this program in collaboration with The New York Community Trust and The Clark Foundation. WNYC is the media sponsor. Additional financial and in-kind support is provided by Ford Foundation, JPMorgan Chase, RSM US LLP, and Columbia Business School Executive Education Programs in Social Enterprise.

Selection Process

Recognized organizations will be chosen after a three-stage selection process:

Part One (Open to All Eligible 501(c)(3) Nonprofits)

The Part One Application consists of a Readiness Assessment, application questions, a detailed cover sheet and checklist, and supplemental documentation.

The main theme of Part One is: What do you do and how do you do it? We want to hear about your best practices in each of the [Key Areas of Nonprofit Excellence](#). What activities, policies, systems, and structures do you use to best manage your organization? How are you innovative? What are you proud of in terms of your management practices? We've developed a helpful [tip sheet](#) to help you craft your answers.

NPCC staff review all applications to ensure their eligibility and whether applications reflect practices that fulfill the threshold standards.

Part Two (Invitation Only)

After the Selection Committee reviews eligible Part One Applications, semi-finalists will be selected for further consideration. Part Two asks you how you know your management practices are effective, including how you assess progress and communicate success. Each answer should include data indicators or key metrics that you use to measure progress, and, where possible, you should include clear targets, measurable results, quantifiable outcomes, and any other data you use to prove your impact. The organizations to be recognized in of each individual [Key Areas of Nonprofit Excellence](#) will be selected from this pool.

In-Person Interview (Invitation Only)

Three finalists will be invited for an in-person interview which will further explore their organization's management practices. This will allow us to get an in-person feel for the finalists that we've only seen on paper, provide an opportunity to delve deeper into their management practices, and a chance to clarify, inform, or supplement written answers. The Overall Excellence in Management prize winner will be selected from this pool. Finalists will be asked to present to the Selection Committee members on **Friday, November 1, 2019**; please hold this date for all staff and board members who might attend the in-person interview.

Selection Committee

The Awards Selection Committee is an all-volunteer, expert group selected by the program's Management Committee which is made up of representatives of NPCC, The New York Community Trust, and The Clark Foundation.

The Selection Committee for these Awards is firmly committed to judging all applicants fairly, recognizing that small, medium, and large nonprofits may have different practices and achievements that define excellence. NPCC is committed to eliminating explicit and implicit bias from the consideration of applications, and to ensuring that equity is present at all stages of the application process. Past winners have included small,

mid-sized and large organizations and we are committed to further diversifying the pool of winning organizations. All information submitted for consideration remains confidential to Selection Committee members and staff managing the Awards.

Identifying Nonprofit Excellence

The strongest applications are from those organizations where staff, board, and other stakeholders all invest in the discussion and reflection about management practices prior to and during completion of the application.

The Awards Selection Committee evaluates applicants based on how their management policies, practices and strategies contribute to their success and what other organizations can learn from these practices. They assess applicants by looking for excellence, innovation, and promising management practices in the [Key Areas of Nonprofit Excellence](#). To learn more about the *Key Areas of Nonprofit Excellence* visit: <https://www.npcny.org/>

The Selection Committee also considers factors such as the results of an assessment of the applicant's financial information, due diligence research into the applicant's engagement with employees and culture, and information received through a background check with the New York City Department of Investigation and New York Attorney General Office. This information is gathered throughout the process through online and follow-up research, as necessary, and assessment of submitted documentation.

Applicant Feedback

We encourage a culture of feedback! Prior to the application, you can receive assistance, support, and feedback on your draft of responses from NPCC staff. Make sure you review our [tip sheet](#) to help you with your application. We will also continue to offer our in-person and online Application Clinics.

If you apply, we can offer you individualized feedback so you can learn from the management strengths and opportunities that our team of experts (aka Selection Committee) identified from your application. You'd be also eligible to be match with a Selection Committee expert who will provide one hour consultation on your management practices in one of the [Key Areas of Nonprofit Excellence](#).

HOW TO APPLY

Apply Online

Go to <https://www.npcny.org/nonprofit-excellence-awards/> to apply. Each organization must register to apply. The application portal allows applicants to begin their work, save it, and return to it at a later time. Responses to the application questions can also be written offline and then pasted into the online application. Responses are limited to 5,000 characters (including spaces) per question. Bear in mind that the Awards competition focuses on management (including program management), as opposed to program content.

Supporting Documents

In addition to the questions, **applicants must submit supporting documents by uploading them in the application portal**. Applications missing required supporting documents will **NOT** be considered. Do NOT send brochures, books, videotapes, manuscripts or other unrequested materials. These will not be reviewed or returned.

Deadline: All materials must be received by **April 24, 2019**.

Questions? Review the Nonprofit Excellence Awards [Frequently Asked Questions](#), our [tip sheet](#), or attend an Application Clinic. For further questions contact Aaron Covarrubias, NPCC Education and Training Manager, at acovarrubias@npcny.org or (646) 893-2441.

REQUIRED SUPPORTING DOCUMENTS

- Completed **cover page**.
- Completed **Readiness Assessment**. (*Note: will not be shared with Selection Committee.*)
- Completed **Application** (responses to questions).
- Completed **Application Checklist**.
- A list of the **Board of Directors** and their (not your) professional affiliations.
- If the organization is required to obtain an annual audit, include the **latest audited financial statement**.
 - NY State nonprofits with revenues above \$750,000 (other than religious congregations) that solicit funds from the public are required to have an annual audit.
 - Organizations with revenues between \$250,000 and \$750,000 are required to have an annual independent accountant's review report and financial statements with accompanying notes.
 - Organizations with revenues below \$250,000 should submit the most recent internal financial statement.
- If applicable, include any **management letter** or other formal communications from the auditor. If this letter reflects any material deficiencies, please provide a copy of the organization's response to this letter sent to your auditor.
- If your organization's most recent audit (or financial review) covers a period that ended prior to February 28, 2019, you must provide a statement of activities and a balance sheet covering the period between the most recent audit through February 28, 2019. For example, if your most recent audit was for September 30, 2018, you would submit internal (unaudited) financial statements for October 1, 2018 through February 28, 2019.
- **Organizational budget for the current fiscal year**.
- **Most recent IRS Form 990**, including all schedules.
 - Organizations with revenues above \$200,000 or total assets greater than \$500,000 must file Form 990.
 - Organizations with revenues between \$50,000 and \$200,000 and total assets less than \$500,000 must file Form 990-EZ (but may choose to file a Form 990).
 - Organizations with revenues below \$50,000 must file Form 990-N (but may choose to file a Form 990 or Form 990-EZ).
- **IRS 501(c)(3) determination letter**.
- **Organizational chart**.

COVER PAGE

Name of Organization:

Based in: **New York City Area** (this is required; see "[Eligibility](#)")

Primarily Serves (check all that apply):

- NYC Area** (5 boroughs, Nassau, Suffolk, Westchester Counties) **National Constituency**
- International Constituency** **Other**

Type (e.g. Arts, Healthcare, Environment, Youth Development, etc.):

Address:

City:

State:

Zip:

Telephone:

Website:

Facebook Page:

Twitter Handle:

Primary Contact Person's Name, Title, Email Address & Phone Ext.:

Executive Director's Name, Email address & Phone Ext.:

(If different from the Primary Contact. Please provide contact information for more than one person in your organization)

Finance Manager's Name, Email Address & Phone Ext.:

Communications Manager's Name, Email Address & Phone Ext.:

Number of Paid Staff Members: Full-time #:

Part-time #:

Number of Volunteers (excluding Board members):

Number Serving on your Board of Directors:

Organization Began Operations In (year):

Most Recent Fiscal Year Ended (date):

Total Revenues for that Year:

Total Assets:

Excess (deficit) of support and revenue over expense in most recent fiscal year:

Mission Statement:

Organizational Description:

PART ONE QUESTIONS - What do you do and how do you do it?

We want to hear about your best practices in each of the [Key Areas of Nonprofit Excellence](#). What activities, policies, systems, and structures do you use to best manage your organization? How are you innovative? What are you proud of in terms of your management practices? Remember to use the [tip sheet](#) as you consider your responses.

(1) Advocacy and strategic alliances further the mission.

How do you share your policy expertise and advocate for your mission with staff and board, your constituents, and key influencers?

(2) Communications are strategic, effective, and build the organization's brand identity.

Are your internal and external communications strategic, effective, and build your brand?

(3) The organization is diverse, equitable, and inclusive.

How does your organization cultivate and foster a diverse, inclusive, and equitable workplace through its policies and practice?

(4) Financial management is strong, transparent, and accountable.

How does your organization think strategically about finances to support your mission and to integrate financial management with all organization priorities?

(5) Fundraising and resource development are strategic, donor-centered, and advance the organization's mission.

How have you integrated fund development into your organizational strategies and what roles do board, staff, volunteers, and constituents play in this work?

(6) Governance structure moves the organization forward.

How does your organization's leadership (board and executive) add value to your organization to help it perform better, engage in risk management, set priorities, and be more transparent?

(7) Human Resources are valued and developed.

How do you build human capital at your organization while ensuring your hiring, retention, and leadership practices are equitable?

(8) Planning and evaluation guide the mission and vision.

How does your organization define, track, assess, and use program results to inform its management practices, learn, and improve?

(9) Technology and data use improves efficiency and advances the organization's mission.

How does your organization manage your information technology resources and integrate them into your short- and long-term strategic and program goals?

(10) Curiosity and innovation across all areas of management

How is your organization curious and innovative?

APPLICATION CHECKLIST: Applications missing this document will NOT be forwarded to the Selection Committee for consideration.

(1) Results

- a. Share up to three concrete data points from the last three years that you believe effectively convey your organization’s results or impact:
- i. _____
 - ii. _____
 - iii. _____

(2) Board:

- a. Percentage of board members who made personal gifts last fiscal year: _____%
- b. Do you have Whistleblower and Conflict of Interest policies in place for Board members? **YES** **NO**

(3) Financial Management:

- a. # Months of cash: _____
[months of cash = total cash / (total expenses / 12)]
- b. # Months of liquid unrestricted net assets: _____
[months of unrestricted net assets = (total unrestricted net assets – P&E net of depreciation-P&E debt) / (Total expenses / 12)]
- c. # Months of board-designated unrestricted net assets: _____
[months of board-designated unrestricted net assets = board-designated net assets / (total expenses / 12)]
- d. Are financial statements audited, reviewed, or compiled (select one)? _____
- e. Did auditor report any deficiencies or other management comments? **YES** **NO**

(4) Diversity, Equity, Inclusion:

- a. Do you have a written diversity policy and/or affirmative action plan in your bylaws or employee handbook? **YES** **NO**
- b. Please complete this diversity composition chart for your organization. **Please provide # and %.**

		Staff		Board		Volunteers		Other:	
		#	%	#	%	#	%	#	%
Gender:	Male								
	Female								
	Transgender								
	Gender Non-Conforming								
	Other/Self-identify								
Race/ Ethnicity:	Asian								
	Native American								
	Black/African American								
	Caucasian, Non-Hispanic								
	Hispanic/Latino								
	Other								

Age:									
	0 – 18								
	18 – 40								
	41 – 65								
	65 +								
Sexual Orientation									
	Lesbian								
	Gay								
	Bisexual								
	Heterosexual								
	Queer								
	Other/Self-identify								
Ability									
	Hearing impairment								
	Physical disability								
	Mental disability								
	Visually impairment								
	Other								

(5) Human Resources

- a. Are there job descriptions for all positions? **YES** **NO**
- b. Are there annual performance reviews for all positions? **YES** **NO**
- c. Do you have Whistleblower and Conflict of Interest policies in place for staff? **YES** **NO**
- d. Do you have an employee handbook? **YES** **NO**

(6) Information Technology

- a. Is there a designated staff person responsible for updating software and hardware? **YES** **NO**
- b. Do you use a CRM (customer relationship management) or database management software? **YES** **NO**
- c. Do you have a disaster recovery plan? **YES** **NO**
- d. Do you have a document retention and destruction policy, including electronic files? **YES** **NO**

(7) Fundraising

Please provide a % breakdown of sources of funding for the most recent audited year:

Funding Source	%	Funding Source	%
Government		Major Donors	
Corporate		Annual Appeal	
Foundation		Other: _____	
Special Event(s)		Other: _____	

(8) Communications

- a. Do you use a web tracking tool to monitor activity on your website? **YES** **NO**
- b. Do you have a social media policy in place? **YES** **NO**
- c. Do you track social media activity on a regular basis? **YES** **NO**
- d. Do you have a press/digital media strategy in place? **YES** **NO**