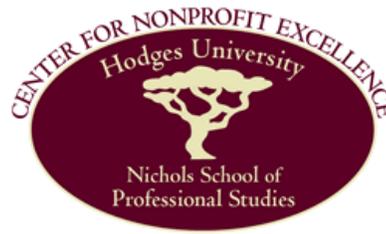




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C3 – Creating Capacity thru Consulting Nonprofit Organizational Self-Survey

This self-survey is designed to get a reasonable impression of your progress on the most important practices in your nonprofit. It will be used by the Foundation's grant committee to determine nonprofit needs for capacity building. The responses to this survey are confidential.

The self-survey should be completed and attached with an application for a C3 Consultant Grant. If the application is approved, a grant of \$2500.00 will be paid to the nonprofit and must be matched by the organization with \$1,000.00. The total of \$3,500 will pay for 20 hours of expert consultation in the areas of strategic planning, governance and management (fundraising, communications and financial).

C3 Consultants have worked in the past with the Community Foundation and the Center for Nonprofit Excellence at Hodges. Your answers to the self-survey and application form will help us match the most appropriate C3 Consultant available. The organization may request the list of C3 consultants by contacting Hodges at cne@hodges.edu.

The CNE at Hodges also provides non-academic certificates in Strategic Planning, Governance and Operations by offering classes throughout the year at their Collier Campus. In addition to the matching dollars of \$1,000.00, the organization must agree to attend two classes held by CNE at Hodges in the appropriate field during one year.

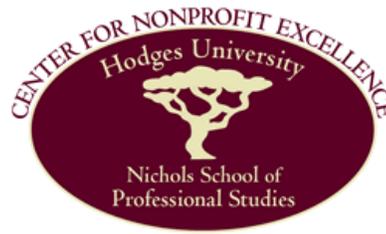
Capacity Building – A definition

According to GEO (*Grantmakers for Effective Organizations*), Capacity Building enables nonprofit leaders and organizations to develop the skills and resources they need to improve their work. Since each situation is unique and circumstances are always changing, effective capacity building support is tailored to best suit the needs of grantees.

This is the strategy behind the C3 Program. C3 offers customized sessions, funded by the Community Foundation, matched in part by the nonprofit and coordinated with experts in the field thru the CNE at Hodges. Feedback from C3 Consultants and funded organizations will help the Community Foundation better understand the needs of the nonprofit community.



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**Information about nonprofits serving Collier County from the Community Foundation’s online
NONPROFIT DIRECTORY**



Approved organizations with “Reviewed Icon”:

125 Nonprofits have been approved for a “Reviewed” icon and a Donate Now button has been added to each approved Profile. With a total of 254 Profiles listed, we are about half-way to our goal of helping every nonprofit complete their Profile. The Profiles are used in many ways - as part of the grant committee review process and as a donor advised fund tool when helping our advisors determine which charities to choose that match their giving intent.

Number of nonprofits with staff and volunteers

Of 125 nonprofits reporting:

- 43 nonprofits report 1 staff person or less,*
- 34 nonprofits report 2 – 10 staff,*
- 28 nonprofits report 11 – 100 staff and*
- 5 nonprofits report above 100.*

Those same organizations reported 32,567 volunteers. Although duplicated, it does show the depth and breadth of volunteer contributions. Most volunteers work in the Human Services or Education nonprofit.

Number of organizations in capital campaign or planning a capital campaign in next three years

Of the 130 Nonprofits reporting on capital campaigns:

- 30 nonprofits are in or planning a capital campaign in the next three years; and*
- 50% of those are Human Service organizations.*

In Collier County, only 1.9% of Collier County’s annual budget is spent on human services compared to 8.9% average spent in Florida. Private philanthropy is providing a significant role in delivery of human services. It is to help build their capacity to deliver services that serve our community.

Number of nonprofits with an endowment

Of the 125 nonprofits reporting, the majority reported they did not have an endowment.

- 55 said yes;*
- 73 said no.*

Understanding the need to diversify funding streams and support planned giving, the CFCC matched 40 organizations with start-up funds to create an endowment in the past two years.

Number of Nonprofits report having a strategic plan

Of 125 nonprofits reporting having a strategic plan:

- 73 have strategic plans;*
- 52 do not.*

A strategic plan is a roadmap to your organization’s vision and mission. A good suggestion is to visit the Plan every three years and review of progress to goals should be conducted annually.



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Survey Instructions

In the space below, complete each question with Y – Yes and N – No and add any comments. Save this survey to your desk/op or files and attach it to your application for a C3 Consultant Grant at cfcollier.org/apply for grant.

A. Mission, Planning & Evaluation

Nonprofit organizations need to identify and articulate a clear mission and vision. They have a duty to engage in sound planning, and specify strategies, and outcomes for plan implementation. An essential responsibility exists to assess the impact of the organization’s programs and to act upon this information through regularly measuring their performance against a clear set of goals and outcomes.

Mission, Planning and Evaluation	Y/N Comments
1. The Board of Directors (BOD) knows and can communicate the mission of the organization	
2. The organization has a written strategic plan that has identified the critical issues facing the organization.	
3. There is an evaluation plan in place that measures program progress.	

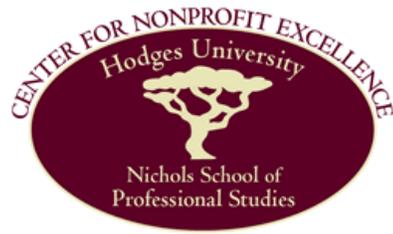
B. Governance

A nonprofit’s board of directors (BOD) is responsible for defining the organization’s mission and providing overall leadership and strategic direction. Each board member should: (1) actively set policy and ensure that the organization has adequate resources to carry out its mission; (2) provide direct oversight and direction for the ED and be responsible for evaluating his/her performance; and (3) evaluate its own effectiveness as a board.

Governance of Board of Directors (BOD)	Y/N Comments
1. The BOD evaluates the Executive Director/or volunteer director at least annually	
2. The organization provides board members with training about best practices of nonprofit governing boards.	
3. New board members are provided with an orientation to the organization.	
4. Each board member has a BOD manual.	
5. The organization’s bylaws conform to federal and state statutes.	
6. The organization has a conflict-of-interest policy and all board members and the executive staff review and sign annually.	
7. The BOD has an annual calendar of meetings and an attendance policy that is enforced.	



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C. Financial Management

Nonprofits have an obligation to act as responsible stewards in managing their financial resources. Nonprofits must comply with all legal financial requirements and adhere to sound accounting principles.

Financial Management	Y/N Comments
1. The organization has an annual, independent financial audit with a management letter that is reviewed and approved by the BOD.	
2. The organization prepares timely financial statements which are clearly stated and useful for the board and donors.	
3. The organization develops an annual comprehensive operating budget. It is approved by the BOD.	
4. The organization has a finance committee and a job description that is clear & followed	
5. The organization has a written fiscal policy and procedures manual and follows it.	
6. The organization has suitable insurance coverage which is periodically reviewed to ensure the appropriate levels and types of coverage are in place.	
7. The organization files forms in regard to tax-exempt and tax-deductible status in a timely basis within prescribed time lines and the 990	

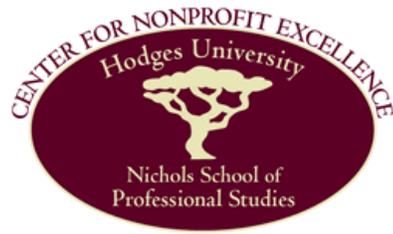
D. Human Resources

The ability of the organization to make effective use of the energy, time and talents of its employees and volunteers is essential to accomplish the organization’s mission.

Human Resources	Y/N
1. The organization has a written personnel handbook/policy that is regularly reviewed	
2. The organization follows nondiscriminatory hiring practices that are in writing.	
3. The organization has job descriptions for employees & volunteers	
4. The organization has written policies that cover harassment and grievances.	
5. The BOD has approved a written diversity statement.	
6. The organization maintains employee records documenting performance	
7. The organization has a well-defined volunteer management plan that included job descriptions, qualifications, reimbursement policies, reporting requirements, training and orientation and time requirements.	



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E. General Fundraising

Nonprofit Organizations provide opportunities for individuals and institutions to voluntarily contribute to causes of their choosing. Nonprofit fundraising should be conducted according to the highest ethical standards with regard to solicitations, acceptance, recording, reporting and use of funds. Nonprofits should adopt clear policies for fundraising activities to ensure responsible use of funds and open, transparent communication with contributors and other constituents.

General Fundraising	Y/N Comments
1. There is a fundraising plan for the organization that involves staff & the BOD	
2. The BOD is actively involved in the fundraising process and 100% contribute monetarily to the organization.	
3. The organization is accountable to donors and other key constituencies and demonstrates its stewardship through an annual report	
4. The organization properly reports all required information regarding outside professional fundraisers, amount of funds raised and the related fundraising expenses as required by federal and state governments	
5. Includes information as required by law on their fund raising solicitations	
6. Has a database for donors with pertinent information on the amount given, frequency, and number of contacts	

I agree that the information above is correct and the Board members of my Board are informed that the Self-Survey will be submitted with a grant application for a C3 Consultant from the Community Foundation of Collier County.

Signature of Board Chair _____

Date: _____

Signature of Executive Director _____

Date: _____