



COMMUNITY FOUNDATION
OF COLLIER COUNTY
FOR GOOD. FOREVER.



C3 – Creating Capacity thru Consulting Nonprofit Organizational Self-Survey

This Organizational Self-Survey is designed to get a reasonable impression of your organization's practices in your nonprofit. It will be used by the Foundation's grant committee to determine your needs. The responses to this survey will be shared with the consultant that you have chosen or who will be matched to your organization.

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 sent to your organization and must be matched with \$1,000.00. The total of \$3,500.00 should be paid by your organization to the consultant upon your mutual agreement. The \$3500.00 will pay for 20 hours of expert consultation in the areas of your needs, such as 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 (CNE at Hodges). Your answers to the self-survey and application form will help us to match the most appropriate C3 Consultant available. If you would like to review the list of C3 Consultants, you may request the list 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 to nonprofits 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 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 through 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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Survey Instructions

In the space below, complete each question and save the completed survey to your computer and attach it to your application for a C3 Consultant Grant at cfcollier.org/apply for grant when prompted. The survey will help your consultant to design a consultation that is customized to your organization.

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	Does your organization need help in this area? Yes or No and add any 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 outcomes.	

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)	Does your organization need help in this area? Yes or No and add any 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.	
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	Does your organization need help in this area? Yes or No and add any 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	Does your organization need help in this area? Yes or No and add any comments.
1. The organization has a written personnel handbook/policy.	
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/Development/Marketing	Does your organization need help in this area? Yes or No and add any 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.	
7. Has a marketing plan that includes strategies for social media.	

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 Vice Chair, Volunteer ED, Executive Director, or President and CEO:

Date: _____