NONPROFIT NEW YORK | Nonprofit Excellence Awards

Application Information
Deadline to Apply: April 20, 2020

Overview

Nonprofits that work tirelessly to implement innovative systems and management practices deserve to be recognized by their peers. Through the Nonprofit Excellence Awards, we shine a spotlight on exceptional nonprofits that stand out in our *Key Areas of Nonprofit Excellence*. The Awards are an opportunity for all of us to learn from - and aspire to - their best practices.

The Nonprofit Excellence Awards program provides you with the opportunity to assess your management practices in a full 360-degree assessment, along with insightful feedback from our knowledgeable team of experts (our Selection Committee). You could also be recognized in your innovative and promising management practices and win cash prizes and scholarships to Columbia Business School leadership programs for nonprofit professionals.

Whether you're a large organization with a storied legacy, or a small nonprofit still building your base, the Nonprofit Excellence Awards are designed to help you reach your full potential.

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 top finalists. Each organization receiving special recognition for outstanding management practices in 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 two top 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 tentatively on **December 8, 2020**, which will feature and uplift their management strengths and strategies identified through the selection process. The Conference will also feature an awards presentation whereby all organizations being recognized will be celebrated.

Eligibility

The Awards competition is open to any operating 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 Nonprofit New York 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.nonprofitnewyork.org/nonprofit-excellence-awards/eligibility/.

Collaborators & Supporters

The Awards are a program of Nonprofit New York. Nonprofit New York 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 & Co., 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 - Written Application (Open to All Eligible 501(c)(3) Nonprofits)
The Part One Application consists of an Organizational Health Assessment to measure an applicant's readiness for the program, application questions, a detailed cover sheet and checklist, and supplemental documentation.

For Part One, the Selection Committee wants to understand an applicant's best practices in each of the *Key Areas of Nonprofit Excellence*. What activities, policies, systems, and structures do an applicant use to best manage their organization? How is the applicant innovative? What is the applicant proud of in terms of their management practices? We've developed a helpful tip sheet to offer guidance on how applicants can craft their answers.

Nonprofit New York staff review all applications to ensure eligibility criteria are met and whether applications reflect practices that fulfill the threshold standards.

Part Two - Written Application (Invitation Only)
After the Selection Committee reviews eligible Part One Applications, they will select a group of semi-finalists for further consideration. The Part Two Application focuses on strategy, culture, leadership, equity, and impact as they relate to an applicant's management practices. Each answer should focus on the applicant's management practices and their intersectionality. We encourage applicants to include data indicators or key metrics used to measure progress, and, where possible, to include clear targets, measurable results, quantifiable outcomes, and any other data used to prove the effectiveness of the organization's management practices. The organizations to be recognized in each individual *Key Areas of Nonprofit Excellence* will be selected from this pool of semi-finalists.

Part Three - In-Person Interview (Invitation Only)
The group of semi-finalists will be further narrowed down to six organizations that will be invited for an in-person interview to further explore the organization's management practices. This will allow the Selection Committee to hear about management practices that they've only seen on paper, provide an opportunity to delve deeper into the applicant's management practices, and a chance to clarify, inform, or supplement written answers. The Overall Excellence in Management prize winner and two top finalists will be selected from this pool. These six organizations will be asked to present to the Selection Committee members on **Thursday, October 22, 2020 or Friday, October 23, 2020.** Applicants are urged to hold these dates for all staff and board members who might attend the in-person interview as these dates cannot be moved.

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 Nonprofit New York, The New York Community Trust, and The Clark Foundation. The Selection Committee is comprised of consultants and practitioners, including past winners, who are experts in each of the program's guiding *Key Areas of Nonprofit Excellence* as well as general nonprofit management. To learn more about the Selection Committee, visit https://www.nonprofitnewyork.org/nonprofit-excellence-awards/selection-process/

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. Nonprofit New York 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.

Due to a strict conflict of interest policy that Selection Committee members must adhere to, applicants are strongly discouraged from reaching out to Selection Committee members about the Awards process.

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 the completion of the application.

The 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 also consider excellence, innovation, and promising management practices in the *Key Areas of Nonprofit Excellence*.

The Selection Committee assesses submitted documentation, including financial information. Other considerations include 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 Investigations and the New York Attorney General's Office.

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

Applicant Feedback

We encourage a culture of feedback! Prior to submitting an application, prospective applicants can receive assistance, support, and feedback from Nonprofit New York staff on their draft application responses. Applicants are encouraged to review our tip sheet. We will also continue to offer our in-person and online Application Clinics where we review the ins and outs of the application and selection processes.

Application Clinics:
- Friday, March 13, 2020, 10:00 am - 12:00 pm. Online Application Clinic. **Register here**
- Friday, March 20, 2020, 10:00 am - 12:00 pm. In-Person Application Clinic (Manhattan). **Register here**
- Friday, March 27, 2020, 10:00 am - 12:00 pm. In-Person Application Clinic (Brooklyn). **Register here**
- Friday, April 3, 2020, 10:00 am - 12:00 pm. In-Person Application Clinic (Queens). **Register here**
- Thursday, April 9, 2020, 10:00 am - 12:00 pm. In-Person Application Clinic (Manhattan). **Register here**

Our promise to all applicants is that they will learn and improve through this process. To that end, all qualified applicants will receive individualized feedback on their management strengths and opportunities for improvement based on Selection Committee scoring. Applicants are also eligible to be matched with a Selection Committee member who will provide a free one-hour consultation on the organization's management practices in one of the *Key Areas of Nonprofit Excellence*.

How to Apply

Apply Online: Go to https://npccny.force.com/npeawards/login. 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.

Deadline: All materials must be received by **April 20, 2020.**

Questions? Review the Nonprofit Excellence Awards [Frequently Asked Questions](#), our [tip sheet](#), or attend an Application Clinic. For further questions contact Lakimja Mattocks, Chief Programs Officer, at lmattocks@nonprofitnewyork.org or (646) 893-1933.

REQUIRED SUPPORTING DOCUMENTS

□ Completed **cover page**.

□ Completed **Organizational Health Assessment**. (*Note: will not be shared with the Selection Committee.)*

□ Completed **Application** (responses to questions).

□ Completed **Application Checklist**.

□ A list of the **Board of Directors** and their 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 its auditor.

□ If the organization's most recent audit (or financial review) covers a period that ended prior to December 31, 2019, the applicant must provide a statement of activities and a balance sheet covering the period between the most recent audit through December 31, 2019. For example, if the organization's most recent audit was for September 30, 2019, they would submit internal (unaudited) financial statements for October 1, 2019 through December 31, 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 the 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? If you make it to Part Two, we'll ask you about the intersectionality of your management practices with a focus on focuses on strategy, culture, leadership, equity, and impact.

Remember to use the tip sheet to help you craft your answers based on what the Selection Committee is looking for.

(1)   **Advocacy and strategic alliances further the mission.** How do you advocate for your mission with management practices, including sharing policy expertise with external audiences, creating spaces for communities to engage in issues and/or building relationships to advance your goals?

(2)   **Communications are strategic, effective, and build the organization's brand identity.** How does your internal and external communication practices support your mission, and how do they build your brand?

(3)   **The organization is diverse, equitable, and inclusive.** What are your challenges, opportunities, and expectations in promoting diversity, equity, and inclusion among your staff and board, and how do you actively engage the entire organization in this process?

(4)   **Financial management is strong, transparent, and accountable.** How do you 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.** What are your board policies, systems, and structures in governance, oversight, and strategy that support you in achieving your mission?

(7)   **Human Resources are valued and developed.** How do you build team and culture at your organization through your hiring, performance management, retention and leadership development practices?

(8)   **Planning and evaluation guide the mission and vision.** How do you define, track, assess, and use program results to inform your management practices and strategic planning?

(9)   **Technology and data use improves efficiency and advances the organization's mission.** How do you manage data and technology resources and integrate technology objectives into short- and long-term strategic and program goals? How does technology increase the efficiency and effectiveness of your programs and operations?

(10)   **Curiosity and innovation across all areas of management.** What are specific examples of management practices that demonstrate how your organization fosters a culture of curiosity and innovation? What can other nonprofits learn from you?

APPLICATION CHECKLIST: *Applications missing this document will <u>NOT</u> be forwarded to the Selection Committee for consideration.*

(1) <u>Results:</u>
  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) <u>Board:</u>
  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) <u>Financial Management:</u>
  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) <u>Diversity, Equity, Inclusion:</u>
  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**