

## CRITERION ONE: MISSION, GOALS AND OBJECTIVES

The association must have adopted a current, clear and positive mission statement, goals and objectives. The association must be able to demonstrate how it presently fulfills its mission and meets its goals and general objectives as articulated in its strategic plan (long range plan). It must be able to show how it plans to achieve its general and specific objectives in the future.

1.\* There is a mission statement that is clear and consistent with the purposes expressed in the Articles of Incorporation, Bylaws, and tax status.

Yes  No  N/A  In Process

2. There is a set of broad goals which reflects the current direction of the association and the anticipated needs of the members.

Yes  No  N/A  In Process

3.\* The association has developed a strategic plan that includes broad goals with written specific, measurable objectives, programs, and target completion dates.

Yes  No  N/A  In Process

4. The association annual budget and work plan are based on the strategic plan.

Yes  No  N/A  In Process

5. The responsibilities of the governing bodies, committees, and staff are tied to implementing the strategic plan of the association.

Yes  No  N/A  In Process

6.\* There is regular evaluation by the governing bodies and committees of progress made towards the achievement of the strategic plan and revisions are made as needed.

Yes  No  N/A  In Process

7. The mission of the association is effectively communicated to the membership and, where appropriate, to the public.

Yes  No  N/A  In Process

## CRITERION TWO: GOVERNING BODY, OFFICERS, AND DIRECTORS

The governing body of the association represents major interests of the membership. Provision for periodic rotation of officers and directors is desirable. The roles of the officers and directors must be clearly defined and the manner in which they are fulfilling their functions demonstrated. Formal orientation procedures for governing body members are in place and regularly conducted.

1.\* The election procedures provide for periodic rotation of the governing body, e.g. term limits.

Yes  No  N/A  In Process

2. The governing body includes individuals from the major segments of its membership.

Yes  No  N/A  In Process

3. The association provides opportunities for new leaders to emerge through committees/task forces and other service to the association.

Yes  No  N/A  In Process

4.\* The governing body is specifically vested with the responsibility for policy development, planning, evaluation, and financial integrity of the association.

Yes  No  N/A  In Process

5.\* The governing body, or executive committee, meets often enough to provide direction to the committees and staff and to monitor association operations. Agendas and appropriate background materials are distributed sufficiently in advance of the meeting.

Yes  No  N/A  In Process

6. The minutes of governing body and committee meetings are concise and distributed promptly.

Yes  No  N/A  In Process

7.\* Thorough orientation procedures are in place, are strictly observed for incoming and continuing members of the governing body, and include duties and responsibilities in written form, discussion of organizational values and appropriate behaviors of volunteer leaders.

Yes  No  N/A  In Process

8. The governing board periodically evaluates its performance, roles and responsibilities.

Yes  No  N/A  In Process

9.\* There is a system for assuring protection against perceived or actual conflicts of interest.

Yes  No  N/A  In Process

10.\* Officers, directors, and other representatives of the association are indemnified as appropriate.

Yes  No  N/A  In Process

11.\* The association leadership participates regularly in National activities (Convention, NPS, NEDA, conference calls).

Yes  No  N/A  In Process

### **CRITERION THREE: ORGANIZATIONAL STRUCTURE & DOCUMENTS**

The association must have Articles of Incorporation/Association and bylaws and demonstrate that it operates in conformance with federal and state laws.

1.\* The organizational structure reflects the mission and broad goals of the association and maintains flexibility needed to respond to its members and the changing environment.

Yes  No  N/A  In Process

2. There is documentation of adherence to membership requirements, dues setting authority, and other basic standards of operation as set forth in the bylaws or other policy documents.

Yes  No  N/A  In Process

3.\* The bylaws and Board policy and procedures manual are reviewed at regular intervals and practical procedures for amending the documents exist.

Yes  No  N/A  In Process

4. The roles and functions of membership elements of the association (geographic, discipline, position) and the relationships among them are specifically delineated.

Yes  No  N/A  In Process

5. The responsibilities of committees, their composition, specific charges, appointment procedures, job descriptions and reporting relationships are in written form and updated periodically.

Yes  No  N/A  In Process

6. The relationship between the executive director and president is clearly defined and understood.

Yes  No  N/A  In Process

7. Committee and other volunteer leader actions are communicated effectively to appropriate groups and individuals.

Yes  No  N/A  In Process

#### **CRITERION FOUR: PROGRAMS, SERVICES AND ACTIVITIES**

There must be evidence that the association's programs, services and activities meet member and other targeted groups' needs, are formally planned, funded, coordinated, implemented, monitored, and evaluated, and that sufficient human resources are available to implement, maintain and evaluate these programs, services and activities.

1.\* The association has taken into consideration the fiscal resources, time available and available volunteer time necessary to implement its programs, services and activities.

Yes  No  N/A  In Process

2. The allocation of responsibility for action on programs, services and activities, and the determination of the allocation of resources is clear and understood by the governing body, the committees/staff, and the other appropriate components of the leadership.

Yes  No  N/A  In Process

3.\* The association assesses, on a regular basis, whether formal or informal, programs and services it delivers to members, to ensure they meet member needs.

Yes  No  N/A  In Process

4. The association has mechanisms in place to respond quickly to emerging opportunities for projects, programs or activities.

Yes  No  N/A  In Process

5. The association regularly evaluates the use of technology in the delivery of its programs, services, and activities.

Yes  No  N/A  In Process

6.\* At the annual conference, the association provides professional development for membership that includes opportunities for networking and sharing.

Yes  No  N/A  In Process

## CRITERION FIVE: FINANCIAL PLANNING AND REPORTING

Financial planning must relate directly to the association's strategic plan and programming. The association must have realistic plans for developing income and controlling costs. It must present evidence of fiscal controls, a full-disclosure reporting system and an annual audit.

1.\* There is a clearly defined procedure for the development and implementation of the budget that is well understood.

Yes  No  N/A  In Process

2. There is adequate documentation when the budget is presented to the governing body sufficient to justify programs and staffing.

Yes  No  N/A  In Process

3.\* The governing body approves an annual program and budget, receives appropriate financial statements (i.e. income/expense statements) at regular intervals and analyzes and compares the reports to the approved budget.

Yes  No  N/A  In Process

4. There is an effective mechanism in place for decisions on modifying the annual budget and program plan.

Yes  No  N/A  In Process

5. Dues, fees, and rates are established based on value and cost, and are regularly reviewed and adjusted to the short-term and long-term needs of the membership and fluctuations in economic cycles.

Yes  No  N/A  In Process

6. The budget is used as a guide to measure the financial performance of the organization, and the association has a mechanism for periodic adjustment of financial projections and operating plans.

Yes  No  N/A  In Process

7. There are sound short-term and long-term investment policies and procedures which are periodically reviewed (including appropriate consideration of risk).

Yes  No  N/A  In Process

8. There is presently an adequate reserve and/or contingency fund which is a pre-established percentage of the annual operating budget, and adequate procedures are in place to achieve and maintain it.

Yes  No  N/A  In Process

9. The accounting system is adequate for the size and complexity of the association.

Yes  No  N/A  In Process

10. There are prudent internal fiscal controls such as purchase orders, competitive bidding, and separation of financial responsibility.

Yes  No  N/A  In Process

11. There are systems in place for getting budget approvals for capital expenditures.

Yes  No  N/A  In Process

12.\* The association utilizes due diligence through a formalized method to insure that all required state and federal reports (Forms 990/990 EZ, UBIT, revenue sources) are filed in a timely manner.

Yes  No  N/A  In Process

13.\* The governing body receives an annual financial audit (appropriate for the size and state regulation) prepared by an independent outside firm/person, selected in accordance with association policy. The results are presented to the membership.

Yes  No  N/A  In Process

## **CRITERION SIX: MEMBERSHIP DEVELOPMENT AND RETENTION**

The association must demonstrate that its current membership/potential membership ratio is reasonable. It must have an effective and continuing program of membership retention and recruitment.

1.\* A system is in place for maintaining member records which is responsive to member needs.

Yes  No  N/A  In Process

2. The association maintains and updates a prospect list of potential members.

Yes  No  N/A  In Process

3. There is a membership development/retention plan, including specific strategies and measurable goals.

Yes  No  N/A  In Process

4.\* There is a follow-up procedure to determine why members drop membership, and an attempt is made to re-recruit members.

Yes  No  N/A  In Process

5. There are adequate funds for membership development and retention contained within the budget to maintain an active program.

Yes  No  N/A  In Process

6. Periodic progress reports on the objectives and effectiveness of membership development/retention programs are prepared, analyzed and reported to the board.

Yes  No  N/A  In Process

7. Association programs, services and activities are appropriately communicated to the membership so there is continued awareness of the value and benefits of association membership.

Yes  No  N/A  In Process

8. Changes in membership attitudes, needs, and interests are regularly monitored (e.g., surveys, etc.) and considered in all appropriate planning activities.

Yes  No  N/A  In Process

9. Volunteer members as well as staff resources are utilized in membership development and retention efforts.

Yes  No  N/A  In Process

10. There are established procedures for the proper and timely handling of routine membership inquiries and/or requests.

Yes  No  N/A  In Process

11. There are clearly defined categories of membership and appropriate safeguards are in place to assure compliance with membership criteria.

Yes  No  N/A  In Process

## **CRITERION SEVEN: COMMUNICATIONS**

The association must demonstrate that its external and internal communications are commensurate with membership needs, that they address the various audiences (publics) that

influence the goals and objectives of the organization, and that the association utilizes technology as appropriate.

1.\* There is a communication plan in place which is consistent with the association's strategic plan that includes the identification of a spokesperson(s) for providing information to outside publics including the media and a mechanism to effectively deal with various internal and external publics.

Yes  No  N/A  In Process

2. Mechanisms are in place to insure all materials distributed externally (members, leaders, the public, the media) accurately reflect the key messages and information of the association and reflect the image, objectives, and standards of the association.

Yes  No  N/A  In Process

3. The cost/benefit of current and alternative communications strategies are regularly researched and articulated.

Yes  No  N/A  In Process

4. The membership has been analyzed to identify and insure that appropriate communication vehicles are used with all segments of the membership.

Yes  No  N/A  In Process

5.\* The association's internal communications systems are sufficient to assure that members receive timely and consistent communications from the association.

Yes  No  N/A  In Process

6.\* The association has established a mechanism to elicit feedback on the quality, content, and relevance of its communications with members.

Yes  No  N/A  In Process

7.\* Timeliness of publications and other communication tools are appropriate to the composition, size, and budget of the association.

Yes  No  N/A  In Process

8. The association has defined its outside target publics, and devised effective means for maintaining credibility and a favorable image with each.

Yes  No  N/A  In Process

9. The association works with appropriate groups to maintain and advance the goals and objectives of the organization and to enhance mutual relationships and understandings.

Yes  No  N/A  In Process

## **CRITERION EIGHT: PUBLIC POLICY**

The association must demonstrate that it has established a list of clearly defined issues which are monitored regularly through analysis and reporting, and whose findings are communicated to the members and the outside public in a timely way. The association must show that there is adequate funding for a public policy program at all levels, that it is successful in gaining access to key decision makers, and that it has shown success in achieving its goals.

1.\* The association leadership regularly evaluates current issues and establishes relevant association policies.

Yes  No  N/A  In Process

2. The association continually looks to the future to identify issues which may impact the membership and the association.

Yes  No  N/A  In Process

3. Member surveys are conducted periodically to obtain member views and priorities on public policy issues to insure that the public policy program serves the profession accurately and appropriately.

Yes  No  N/A  In Process

4. The association has multiple monitoring systems operating to assure that it is receiving accurate and timely information relevant to public policy.

Yes  No  N/A  In Process

5.\* A clearly defined process is used to develop policy positions for the association that includes timely dissemination of current information to key government decision-makers.

Yes  No  N/A  In Process

6.\* There is a system in place to disseminate accurate analysis of pending issues to members including the mobilization of members for legislative action.

Yes  No  N/A  In Process

7. The appropriate lawmakers (i.e., selected committee chairmen, party leaders, agency officials, etc.) are aware of the association, its key issues, and key association contacts.

Yes  No  N/A  In Process

8.\* The association has established specific procedures and contact points to facilitate prompt responses to inquiries from lawmakers, legislative staff and agency officials.

Yes  No  N/A  In Process

9.\* The association has demonstrated an ability to use a range of techniques in presenting its views to policy-makers, including formal testimony, informal contacts, member contacts and other appropriate means.

Yes  No  N/A  In Process

10. The association is successful informing or participating in coalitions.

Yes  No  N/A  In Process

11. Volunteers and/or staff are authorized to take appropriate emergency action concerning public policy issues (with or without consultation with elected leaders) so long as they are within policy parameters and are consistent with association goals.

Yes  No  N/A  In Process

12. If applicable, the effectiveness of the association's PAC and/or political education fund that meets the letter and spirit of the Federal Elections Commission and state law.

Yes  No  N/A  In Process

## **CRITERION NINE: OPERATIONS**

The association must have in place a workforce and systems to effectively operate the organization. The size, skills, and reporting relationships of the volunteer workforce or staff are directly related to the scope of services provided by the association.

1.\* Written position descriptions are regularly updated and include clear lines of authority, accountability, and responsibility.

Yes  No  N/A  In Process

2.\* The size, talent and deployment of the volunteers/staff permits efficient operations and achievement of the defined objectives of the association.

Yes  No  N/A  In Process

3. Office operations and procedures are documented, maintained and updated regularly.

Yes  No  N/A  In Process

4. The chief staff executive is regularly evaluated by the board of directors or people to whom this evaluation responsibility has been delegated.

Yes  No  N/A  In Process

5. The association uses outside professional support services prudently (e.g. legal, accounting, convention planning, membership, development, public relations, computer).

Yes  No  N/A  In Process

6. An assigned volunteer, staff person, or outside consultant manages and maintains a technology and information system that is adequate for the scope and size of the association.

Yes  No  N/A  In Process

7. Feasibility and cost/benefit procedures are in place to verify that current and future technology and information technology systems meet organizational expectations and objectives.

Yes  No  N/A  In Process

8.\* A system is in place for maintaining member records and information files which is responsive to members' and leadership needs.

Yes  No  N/A  In Process

9. Security systems which prohibit unauthorized access to data files as well as a backup of data for internal onsite and offsite/cloud storage is in place.

Yes  No  N/A  In Process

10. Standard operating procedures are in place for all aspects of the association's management. All software and operating procedures are fully documented and updated, including but not limited to: file descriptions, file layouts, system and data flows and user procedures.

Yes  No  N/A  In Process

11. The association conducts on-going analysis of current and emerging technologies, such as the Internet, e-mail and social media and has implemented those technologies as appropriate to the goals of the association, the needs of the membership, and within its financial means.

Yes  No  N/A  In Process

12.\* The association utilizes a formalized method to insure that all appropriate reports are filed in a timely manner.

Yes  No  N/A  In Process

13. When cost-effective, service and maintenance contracts are maintained on office equipment and software applications; contracts are reviewed periodically.

Yes  No  N/A  In Process