

# POSITIONING THE 21<sup>st</sup> CENTURY NEIGHBORHOOD

## *PERFORMANCE STANDARDS FOR SUCCESSFUL COMMUNITY DEVELOPMENT*



Cleveland  
Neighborhood  
Progress



*investing for vibrancy*

# 2016 CDC Performance Standards

## INTRODUCTION

Throughout the history of community development, Community Development Corporations (CDCs) have evolved to meet the changing needs of the communities they serve. During this process of change and growth, many best practice standards for CDCs have emerged in the industry.

In 2001, Cleveland Neighborhood Progress (formerly Neighborhood Progress Inc.) created operating guidelines (updated in 2004) for local CDCs to help them achieve excellence in their neighborhood work. These guidelines have served as best practices for many CDCs, non-profit organizations, and public entities around the country.

In fall 2013, Cleveland Neighborhood Progress worked with a diverse group of industry partners to overhaul the guidelines, creating a series of new performance standards for local CDCs.

These performance standards serve a two-fold purpose: 1) to provide CDCs with benchmarks to meet or aspire to fulfill while measuring their progress and performance and 2) to guide Cleveland Neighborhood Progress in the evaluation and funding of CDCs.

Every CDC is unique, facing varying challenges and opportunities in its efforts to build a community of choice. The performance standards set forth in this document seek to provide a foundation upon which each CDC can thrive and build on the strengths of the communities it serves.

These standards will continue to evolve, informed by the experiences and practices of the CDCs that actively employ them. Cleveland Neighborhood Progress will work with CDCs and other partners to review and update these standards annually.

This document outlines performance standards for the following areas:

- Governance
- Business Model
- Community Building
- Neighborhood Planning
- Destination Marketing
- Human Resources
- Technology

## GOVERNANCE

The foundation of any high-performing CDC is the board of directors, who provide the essential time, resources, and talent to position the organization for success. Beyond exercising its customary fiduciary responsibilities, a CDC board will actively support and advocate for the organization in and around the community.

### FINANCIAL

- Annually approve a budget that is cash neutral or better and review financial reports at each board meeting (at minimum quarterly).
- Obtain independent review or audit of financial statements.
- Accept fundraising responsibilities and contribute personally on an annual basis.
- Develop and monitor investment strategy and portfolio.
- Monitor financial statements at each finance committee meeting (at minimum quarterly).
- Establish proper independence of financial reporting from programmatic and/or management activities.

### LEGAL & RISK

- Maintain a formal relationship with legal counsel who is not a board member.
- Conduct a full legal and risk audit at least once every three years that includes reviews of contracts and policies. The auditor should present this audit to a board or a portion of the board.
- Create and annually review an operating manual that includes the conflict-of-interest policy, purchasing policy, contracting authority, and addresses all generally accepted legal issues for nonprofits.
- Ensure that each board member signs a document indicating that they have reviewed and will abide by the operating manual.
- Retain and periodically assess insurance coverage as recommended by insurance professionals, including business liability, builders' risk, hazard, directors' and officers' liability, workers' compensation, and unemployment.
- Disclose and do not vote on matters of personal interest.
- Ensure compliance with the law.
- Develop a crisis communication policy and/or plan.

### COMPOSITION/TERM OF SERVICE

- Create board position descriptions with duties and responsibilities, including, at minimum, a president/chair, treasurer, and secretary.
- Stagger terms with no more than 1/3 of the board membership rotating off in any given year.
- Compose board of at least 50% constituents (e.g. residents, businesses, institutions) from within the service boundaries.
- Seek out diverse candidates for board membership with the skills, time commitment, and resources to assist in ensuring successful program delivery.
- Develop a board diversity statement.

- Develop and implement a term of service policy, with a suggested limit of two-consecutive terms members of the Board.
- Develop and implement a term of service policy, with a suggested limit of two-consecutive terms for Officers of the Board.

## COMMITTEES

- Align committee structure with strategic plan.
- Form standing committees that include, at minimum, Executive, Finance, and Governance.
- Establish charters for standing committees.
- Form advisory or ad hoc committees or task forces to assist with research and recommendations on important issues as needed.

## RECRUITMENT

- Ensure that Governance Committee seeks out candidates and/or elects members to vacant slots and plans for emergency open positions.
- Create a matrix that lists board members and their respective skills and attributes to help identify gaps and needs.
  - Matrix should identify demographic information
  - Matrix should identify board member seniority in their respective organizations (e.g. executive, director, manager)
- Establish process for reviewing and electing/accepting new members.

## ORGANIZATIONAL DOCUMENTS

- Review Articles of Incorporation and Code of Regulations at least every three years or following a new strategic plan and revise if necessary.
- Develop and adhere to a Code of Ethics.
- Address use of non-board members as committee members.
- Provide provisions for dealing with emergencies between board meetings.

## AS RELATED TO EXECUTIVE DIRECTOR

- Board hires and manages executive director.
- Executive director is not a board member.
- Executive director hires and manages staff.
- Delegate operations to the executive director.
- Develop a job description with and for the executive director.
- Evaluate the executive director annually.
- Ensure fair and competitive compensation.
- Set clear, measurable goals for the executive director.

## PLANNING

- Establish and review strategic plans at minimum every three years.
- Monitor performance against plans using a dashboard or other assessment tool.
- Receive programmatic updates and focus on outcomes.
- Create a succession plan for board and staff that includes a provision on emergencies.

## TRAINING

- Produce a board manual that contains the articles of incorporation, code of regulations, organizational chart, financial statement, strategic plan, and other documents.
- Conduct board trainings no less than every three years.
- Conduct yearly orientation for new board members.

## MEETINGS

- Convene well-organized meetings that focus on fiduciary duties and strategic issues.
- Distribute materials (agenda, minutes, etc.) at least 48 hours in advance of meetings.
- Hold quarterly meetings at minimum.
- Ensure a majority of members is present.
- Take minutes of all board and committee meetings.
- Approve past meeting minutes.
  - Adhere to a standard for quorum and voting that is compliant with the Ohio Nonprofit Revised Code.

## EVALUATION OF BOARD/ORGANIZATION

- Review programs annually for outcomes and for compatibility with mission, strategic plan, and business plan.
- Hold annual retreat to review mission, strategic plan, board performance, organizational metrics, and other performance-related indicators.
  - Consider knowledge-sharing around racial equity, disparity, and industry best practices.
- Conduct a survey of the board using BoardSource, or other tool, every other year. This may include board member self-evaluations and/or peer-to-peer performance reviews.
- Adopt board attendance and performance standards.

## BUSINESS MODEL

A CDC should continually review financial statements, annually adopt realistic budgets with purpose to be balanced, and achieve clean annual audits. A 21st century CDC must also develop a business model that aligns with the strategic direction of the organization, improves its efficiency, and secures new revenues to support its long-term sustainability.

## BUDGET & REPORTING

- Approve a balanced budget prior to the next fiscal year for the organization, including any LLCs or other subsidiaries.
- Develop individual program or project budgets.
- Prepare monthly and timely financial statements that include balance sheet, income/expense statement, budget vs. actual report, cash flow statement, and aged payables/receivables.
- Track separately revenue and expenses related to administration and programming.

## FUNDRAISING

- Develop and periodically review a Fund Development Plan that includes goals, strategies, prospects, and timeline.
- Board members should help identify funding sources, assist with proposal ideas, make asks, organize fundraisers, and volunteer at events.
- Establish a standing or ad hoc committee of the board to assist with fund development.
- Ensure relationships with all funders are acceptable under conflict-of-interest policy.

## MANAGEMENT

- Conduct an annual audit for the organization and its partnerships, LLCs, and/or other subsidiaries and file an annual IRS Form 990.
- Establish an Audit Committee, as part of the Finance Committee or as a separate standing committee, that selects (or approves the selection of) an auditor, reviews audit outputs, and meets with auditor pre- and post-audit to address any issues or questions.
- Achieve audit reflecting a quick ratio (ability to pay short term obligations) of one or more and debt ratio of one or less.
- Develop a three- to six-month cash operating reserve and establish internal controls for potential draws on it.
- Maintain a financial accounting system based on an accrual method.
- Compile a written financial procedures manual that establishes physical controls (custody of assets), separation of duties (e.g. board approval on expenditures above a certain amount, two signatures on checks), and transparency about the organization's financial system.
- Establish and monitor procedures for incorporating cost-recovery into program and project planning.
- Maintain a line of credit, if needed and possible, to cover timing issues with receiving general operating funds.
- Track funds restricted by grant agreements and overhead costs not allocated to specific programs.

## DIVERSIFICATION

- Create a three-year business plan aligned with the strategic plan that forecasts revenues and expenses.
- Balance funding mix to assure that no single source category constitutes more than 30% of the budget.
- Generate at least 5% of budget through non-grant funded activities: annual fund campaign, newsletter, etc.

## ASSETS

- Work with Board to review and secure approval for acquiring and disposing of property (unless adopted policies state otherwise).
- Conduct due diligence prior to acquiring property, reviewing organization's capacity, fit with mission and portfolio, financial impact, financial and environmental assessments, and proposed disposition plan.
- Follow Property & Asset Management Performance Standards.
- Develop property management plans for all owned properties that include inventory, market values, financial performance, and P&A Management Standards.
- Establish a standing Property Committee for organizations with more extensive portfolios and ensure that its members understand P&A management standards.
- Monitor tax credit projects to minimize exit taxes.
- Conduct annual reviews of third party management firms and their performance.
- Require that all staff involved with property acquisition, disposition, and management have proper certifications and receive regular training.

## FISCAL AGENCY

- Develop policy for serving as fiscal agent for organizations without 501(c)3 status.
- Determine fee structure and policy regarding charging fees for this service.
- Ensure that all organizations for which this service is offered align with the CDC's mission.
- Ensure that financial and legal liabilities are understood and have been addressed with legal counsel.
- Create a written legal agreement is in place between the fiscal agent and recipient.



## COMMUNITY BUILDING

A CDC should capture the needs, interests, and voice of its constituents. While community building is inherent in each of the standards outlined in this document, a CDC should also invest in directly and consistently involving and incorporating the ideas and voice of its residents and other stakeholders in its daily work.

### COMMUNITY NETWORK

- Create opportunities for peer-to-peer-directed dialogue and relationship building that organically builds trust and mutual benefit among stakeholders (residents, businesses, and institutions) in the community.
- Assist in building and facilitating a civic infrastructure (network) that provides stakeholders the opportunity to engage in community-identified issues.
- Connect neighborhood residents to learning and leadership opportunities within the organization and in the community. This may include conducting or connecting residents to community building trainings.

### NEIGHBORHOOD ACTION

- Empower the network of stakeholders to determine the direction of the network.
- Encourage creativity and connectivity among the stakeholders through collective information sharing, problem solving, and decision-making.
- Identify the major issues surfacing in the network and where there is demand for action.
- Provide leadership in ongoing dialogue, planning, and execution of network initiatives.

### ONGOING LEARNING & ASSESSMENT

- Take the pulse of the larger community through community meetings, focus groups, interviews, and paper and online surveys; report out on findings to the network and annually throughout the community.
- Provide space for exploring creative ideas that **the network (or neighborhood residents)** may have to offer and which may bring other assets to bear on the organization's decision-making processes and outcomes.
- Determine the organizations best suited to address specific community needs not under the purview of the CDC.
- Conduct a civic engagement and community building training for Board Members.



## NEIGHBORHOOD PLANNING

A CDC is the central leader in planning for and developing the neighborhood it serves. It should undertake this role in participation with and attention to the residents who are affected most directly. Each CDC should incorporate the community's vision into its strategic plans, execute its strategic priorities, and achieve measurable results.

### COMMUNITY VISIONING

- Lead a neighborhood planning process “whereby residents and other stakeholders learn about their neighborhood, envision a shared future, and develop strategies to shape it for the better and sustain it for the long-term”.
- Determine clear roles for the CDC, residents, institutions, and businesses in the planning process to reflect each of these voices in the final product.
- Establish a steering committee that includes board, staff, residents, businesses, and other stakeholders.
- Adopt principles/values with the community to guide the planning process.
- Facilitate community meetings, focus groups, and individual interviews that engage broad and diverse groups of people and generate distinct ideas.
- Collect data to inform the planning process, including regular asset identification informed by staff and constituents. This data should include available demographic data.
- Ensure the planning process addresses quality of life issues: safety, open space, parks, schools, transportation, physical development, infrastructure, etc.
- Create an implementation plan with goals, outcomes, budget, roles, partners, resources, and timeline.
- Establish a performance measurement system to evaluate the progress of the plan and involve the community in ongoing oversight and implementation.
- Seek adoption of the plan from the city's planning and/or community development departments.

### STRATEGIC PLANNING

- Lead a board and staff driven process to shape at minimum a three-year strategic plan for the organization.
- Conduct an external scan with stakeholders (residents, neighborhood organizations and institutions, businesses, public official, and experts).
- Gather data and conduct best practice research.
- Develop concise and clear vision and mission statements.
- Establish the organization's core values or principles.
- Create goals, strategies, and performance measures.
- Prepare an Action Plan that identifies the programs, projects, tactics, owners, timelines, committees, and measures for executing the strategies and achieving the goals of the strategic plan.
- Leverage the strategic plan to shape the board's committee structure, business plan, marketing & communications plan, and community engagement plan.
- Build a dashboard or other measurement tool to track the progress of performance toward goals.

## DESTINATION MARKETING

A CDC must actively tell the neighborhood story, from the new anchor development project to a popular community event to the accolades earned by inspirational residents and more. These successes help define the essence of a neighborhood's brand identity. Each CDC should collect these stories, build effective marketing and communications vehicles, and target compelling messages to promote its neighborhood as a destination.

### BRAND & MESSAGE FRAMEWORK

- Develop an inclusive and inviting neighborhood brand and identity (e.g. logo, color palette, etc...)
- Capture the neighborhood brand with a clear set of messages that the entire organization can articulate.
- Facilitate annual sessions with staff, board, stakeholders, and partners, to develop and/or reinforce key messages and a compelling tagline for the organization and neighborhood(s) served.

### MARKETING & COMMUNICATIONS PLAN

- Identify key audiences to reach; analyze their perceptions of the organization through focus groups, surveys, and more; and establish the best ways to connect with them.
- Develop a marketing and communications plan that identifies the goals, strategies, target audiences, tactics, vehicles, and measures for monitoring progress.

### COMMUNITY PARTNERSHIPS

- Communicate with civic partners (City of Cleveland, Cleveland Neighborhood Progress, Destination Cleveland, etc.) to ensure they are aware of and reinforcing the CDC's brand.
- Work with other CDCs to leverage assets and market the city as a whole.

### VEHICLES

- Website: Build a clean, simple, visually powerful site that is easy to navigate and tells the neighborhood and organizational story in an accessible manner.
- E-Communications & Social Media: Develop e-communications (e-newsletter, "e-blast" e-mails, and social media) to communicate messages about the neighborhood and/or organization: Create a specific social media plan with clear goals, strategies, timelines, and metrics.
- Print Collateral: Create concise and compelling print pieces (newsletter, brochures, postcards, rack cards, etc.) that provide needed information and drive people to the website for information.
- Public Relations: Build a targeted strategy to cultivate media engagement in appropriate forums, including print periodicals, newspapers, online exclusive, radio, and television; execute that strategy through aggressive pitches to diverse media outlets.
- Events: Evaluate and coordinate a schedule of events to involve and engage the community
- Advertising: Consider opportunities to place print, radio, or digital ads to promote events, programs, or other activities.

## **EDITORIAL CALENDAR**

- Create a 12-month plan matrix, including action items, responsibilities, timelines, etc., for the delivery of all marketing and communication vehicles by staff.

## **AUDIT**

- Analyze all existing marketing and communications vehicles: print, digital, web, social media, event-based, ads, etc., to understand positioning and utility of vehicles used to target key audiences.
- Routinely review and evaluate social media performance. This may be done by monitoring web traffic and impressions.

## **INTERNAL COMMUNICATION**

- Develop a set of clear and meaningful metrics linked to the marketing and communication plan's overarching goals and strategies, and consistently evaluate progress of those metrics on a set timeline.
- Create a data measurement system that tracks communication efforts, e.g., Google Analytics, specific campaign landing pages, or URLs.

## HUMAN RESOURCES

The successful management of the human element will transform vision and mission statements into reality and results. An effective CDC must foster an open culture of engagement, dialogue, and accountability in its staff, while following best practices that may improve day-to-day operations.

### PERSONNEL MANUAL

- Create and implement a personnel policy manual that addresses attendance, benefits, grievance procedures, family leave, and other important personnel matters.
- Solicit board, staff, and legal input in creating the manual.
- Provide every employee with the manual and request that all new hires sign to acknowledge they have received it.
- Review and update the policy manual every two years.
- Ensure the following policies are in place: conflict of interest, confidentiality, anti-fraud, whistleblower, technology use, and document retention.

### POSITION DESCRIPTIONS

- Create and maintain position descriptions that include purpose, main responsibilities, and essential duties including expectations of night/weekend hours and any travel.
- Review position descriptions annually to ensure they reflect employees' actual roles and responsibilities.

### STAFF ALIGNMENT

- Create an organizational staff chart designed to achieve the mission and strategic plan.
- Align existing staff and hire new staff based on the organizational chart.
- Develop and use a performance review process for staff and managers to establish goals annually, and then monitor progress.
- Make staffing and incentive decisions based on performance reviews.

### RETENTION & RECRUITMENT

- Support staff development by providing ongoing feedback on performance, professional development opportunities, and cross training.
- Commit to creating a racial equitable and inclusive work environment and employ hiring practices that seek to increase CDC staff and board diversity.
- Track diversity data related to staff composition, including race, gender, seniority, and experience.
- Review compensation and benefit levels annually and compare to best practices in marketplace.
- Establish salary ranges for each position and employee.
- Conduct annual or bi-annual retreats for team building, goal setting, program planning, etc.
- Develop creative strategies for recognizing strong performance (e.g. salary increases, bonuses, flextime, "comp" time, increased vacation, and other benefits) and articulate policies for these strategies in the personnel manual.

- Recruit and hire from the neighborhood, surrounding neighborhoods, and/or city of Cleveland.
- Ensure that all positions are advertised with position description before hires are made.

## **CONTRACTORS**

- Create formal contracts with vendors and service providers that detail the scope of work, deliverables, cost, and timeline. Consider Minority Business Enterprises (MBE) when reviewing and selecting potential contractors.
- Develop Requests for Proposals (RFPs) detailing the work to be performed and distribute to qualified vendors and service providers.
- Identify a specific staff member to manage each contractual engagement and ensure work has been completed in a timely fashion.

## **INTERNAL COMMUNICATION**

- Hold regular staff meetings to encourage information and idea sharing, reinforce organizational goals, and maintain an open, transparent, and collaborative environment.
- Celebrate successes by recognizing individual and team accomplishments.

## **VOLUNTEERS & INTERNS**

- Develop volunteer program to support program delivery.
- Establish volunteer policy and track volunteer hours and numbers for funding and tax purposes.
- Ensure that volunteers are covered under organizational insurance policy.

## TECHNOLOGY

A CDC must invest in a strong digital infrastructure to manage and advance effectively. Creating, building, and implementing a technology plan allows each CDC to establish an efficient method for effectively communicating with residents, tracking finances, engaging donors, measuring programs, gathering data, and more.

### PLAN/SUPPORT

- Develop and update annually a Technology Plan that provides guidance on policies and procedures, purchasing, staff training, and overall technology strategy.
- Establish a plan for potential disasters/catastrophic events.
- Provide for either internal and/or external support for day-to-day and crisis-related services.
- Conduct an annual technology audit to determine the efficiency and effectiveness of existing hardware and software.
- Provide for training opportunities for employees.

### HARDWARE & SOFTWARE

- Maintain hardware and software that meets the industry standard and allows all employees to perform their responsibilities efficiently and effectively.
- Work with technology expert to build, maintain, and improve the organization's server, firewall, and backup systems.

## SOURCES & BACKGROUND

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Neighborhood Progress, Inc., Quantum Leap Program. (2001, rev. 2004). "Mapping the Road to Excellence: Operating Guidelines for Community Development Corporations (CDCs)." Cleveland, OH.

Traynor, Bill. (April 2007) "Building Community in Place: Limitations and Promise."



## Appendix C: Performance Standards Self-Evaluation

*\*\*Reminder: responses to this self-evaluation will not be evaluated or used to determine funding. Completion of the evaluation is valued at 5 points within your proposal.\*\**

Applicant Organization Name:			
PERFORMANCE STANDARDS	STATUS	Description for "Standard Not Met"	TYPICALLY FOUND IN/DEMONSTRATED BY: (no documents are required for submission except for those listed on page two of the RFP)
<b>GOVERNANCE</b>			
<b>Financial</b>			
Cash neutral budget approved, quarterly financial reports			Annual budget, Quarterly financial reports
Audit completed			Financial audit
Board member contributions recorded			Signed duties & expectations, Board contribution list
Investment portfolio			List of holdings/returns
Quarterly financial statements created			Financial statements
Independence of financial reporting from programmatic/management established			Financial statements
<b>Legal &amp; Risk</b>			
Formal legal counsel (non-board member) engaged			Legal counsel contact information
Legal and Risk audit performed at least every 3 yrs			Legal & risk audit
Operating manual created and annually reviewed			Operating manual
Operating manual reviewed by all members			Signed manual review statements
Insurance coverage obtained			Insurance policy
Matters of personal interest disclosed and not voted on			Conflict of interest policy
Ensure compliance with the law			Signed duties & expectations
Crisis Communication Plan developed			Crisis Communication Plan
<b>Composition</b>			
Board position descriptions created			Code of regulations
Defined terms of service for directors established			Code of regulations
Board description with duties and responsibilities created			Board member skills & attributes matrix
No more than 1/3 of the board membership rotating off in any given year			Code of regulations; current board list w/ terms
Board composed of at least 50% from within the service boundaries			Code of regulations, Board list w/ contact info.
Capable and qualified candidates sought out for board membership			Board prospect list
Board diversity statement established			Code of regulations, Board Operating manual
Members of the Board term limit policy established			Code of regulations
Officers of the Board term limit policy established			Code of regulations
<b>Committees</b>			
Committee structure aligned with strategic plan			Strategic Plan, Board committee list, Code of regulations
Standing committees formed including at minimum: Executive, Finance, Governance			Code of regulations, Committee list
Charters for standing committees established			Board standing committee charters
Advisory or ad hoc committees/task forces formed as needed			Ad hoc committee/task force list
<b>Recruitment</b>			
Governance Committee seeks out candidates and/or elects members to vacant slots and plans for emergency open positions			Board prospect list, voting slate, board minutes
Board member skills matrix created			Board member skills & attributes matrix
Process established for reviewing and electing/accepting new board members			Board new member process
			Code of regulations
<b>Organizational Documents</b>			
Reviewed at least every three years or following a new strategic plan			Current/updated Code of regulations
Code of Ethics created			Code of regulations, Board Operating manual
Use of non-board members as committee members addressed			Code of regulations, Board Operating manual
Provisions created for dealing with emergencies between board meetings			Code of regulations, Board Operating manual
<b>As Related to Executive Director</b>			
ED hired and managed by board			Code of regulations, Job Description
ED is not board member			Code of regulations, ED job description, Operating manual
ED hires and manages staff			ED job description, Operating manual
Board delegates operations to ED			ED job description, Operating manual
Job description for ED developed			ED job description, Operating manual

### Appendix C: Performance Standards Self-Evaluation

*\*\*Reminder: responses to this self-evaluation will not be evaluated or used to determine funding. Completion of the evaluation is valued at 5 points within your proposal.\*\**

Applicant Organization Name:			
PERFORMANCE STANDARDS	STATUS	Description for "Standard Not Met"	TYPICALLY FOUND IN/DEMONSTRATED BY: (no documents are required for submission except for those listed on page two of the RFP)
Board evaluates ED			ED evaluation
Board ensures fair and competitive compensation for ED			Code of regulations, Job Description, Budget
Board sets clear, measurable goals for ED			ED Performance Plan, Evaluation

## Appendix C: Performance Standards Self-Evaluation

*\*\*Reminder: responses to this self-evaluation will not be evaluated or used to determine funding. Completion of the evaluation is valued at 5 points within your proposal.\*\**

<b>Applicant Organization Name:</b>			
PERFORMANCE STANDARDS	STATUS	Description for "Standard Not Met"	TYPICALLY FOUND IN/DEMONSTRATED BY: (no documents are required for submission except for those listed on page two of the RFP)
<b>Planning</b>			
Strategic plan established and reviewed at minimum every three years			Strategic plan
Performance against plans monitored using a dashboard or other assessment tool			Dashboard/assessment tool
Programmatic updates provided to board, focusing on outcomes			Board meeting minutes
Succession plan for board and staff created, including an emergency succession plan			Succession plans
<b>Training</b>			
Board manual created			Board manual
Board trainings conducted no less than every three years			Board training agenda & handouts
Yearly orientation conducted for new board members			Board orientation agenda & checklist
<b>Meetings</b>			
Well-organized meetings convened, focusing on fiduciary duties and strategic issues			Meeting Agendas & Minutes
Materials (agenda, minutes, etc.) distributed at least 48 hours in advance of meetings			Emails, Agendas
Board meetings held at minimum quarterly			Board meeting schedule, minutes
A majority of members is present at each meeting			Board meeting minutes
Minutes taken of all board and committee meetings			Board meeting minutes
Past meeting minutes approved			Board meeting minutes
Standard for quorum and voting established			Code of Regulations
<b>Evaluation</b>			
Programs reviewed annually for outcomes and for compatibility with mission, strategic plan, and business plan			Annual Program Evaluation/Report
Annual retreat held			Annual Retreat Agenda, Minutes/Notes
Board survey conducted using BoardSource, or other tool, every other year			Board survey and results
Board attendance standard created			Code of Regulations
Board Performance Standards created			Annual Program Evaluation/Report
<b>BUSINESS MODEL</b>			
<b>Budget &amp; Reporting</b>			
Cash neutral budget developed prior to the next fiscal year			Annual budget
Individual program or project budgets developed			Program budgets
Monthly financial statements prepared			Financial statements
Revenue and expenses related to administration and fundraising tracked separately			Financial statements
<b>Fundraising</b>			
Fund Development Plan developed and reviewed periodically			Fund development plan
Board members help identify funding sources, assist with proposal ideas, make asks, organize fundraisers, and volunteer at events			Board duties & expectations, Board evaluation
Standing or ad hoc committee of the board established to assist with fund development			Board committee list
Relationships with all funders are acceptable under conflict-of-interest policy			
<b>Management</b>			
Annual audit conducted for CDC, its partnerships, LLCs, and/or other subsidiaries			Financial audit
Audit Committee established			Board committee list
Quick ratio of one or more and debt ratio of one or less achieved			Financial audit
3-6 month cash operating reserve created; internal controls for draws on it established			Cash operating reserve policy
Financial accounting system based on an accrual method maintained			Financial statements
Financial procedures manual compiled			Financial procedures manual
Procedures for incorporating cost-recovery into program and project planning established			Cost-recovery procedures
Line of credit maintained, if needed			Line of credit
Restricted funds and overhead costs tracked			Financial statements
<b>Diversification</b>			

## Appendix C: Performance Standards Self-Evaluation

**\*\*Reminder: responses to this self-evaluation will not be evaluated or used to determine funding. Completion of the evaluation is valued at 5 points within your proposal.\*\***

<b>Applicant Organization Name:</b>			
PERFORMANCE STANDARDS	STATUS	Description for "Standard Not Met"	TYPICALLY FOUND IN/DEMONSTRATED BY: (no documents are required for submission except for those listed on page two of the RFP)
3-year business plan created that forecasts revenues and expenses			Business plan
Funding mix balanced (no single source category constitutes > 30% of the budget)			Financial statements
At least 5% of budget is generated through non-grant funded activities			Financial statements
<b>Assets</b>			
Board reviews and secures approval for acquiring and disposing of property			Property management plan
Due diligence conducted prior to acquiring property			
Property & Asset Management Performance Standards followed			
Property management plans developed for all owned properties			Property management plans
Standing Property Committee established for organizations with extensive portfolios			Board committee list
Tax credit projects monitored to minimize exit taxes			
Annual reviews of third party management firms conducted			Third party management reviews
All staff involved with property acquisition, disposition, and management have proper certifications and receive regular training			Copies of certifications/trainings
<b>Fiscal Agency</b>			
Policy developed for serving as fiscal agent for organizations without 501(c)3 status			Fiscal agent policy
Fee structure and policy determined regarding charging fees for this service			Fiscal agent policy
Ensure that all organizations for which this service is offered align with the CDC's mission			MOU or agreement
Ensure that financial and legal liabilities have been addressed with legal counsel			Meeting notes; written confirmation
Written agreement is in place between fiscal agent and recipient			Agreement
<b>COMMUNITY BUILDING</b>			
<b>Community Network</b>			
Opportunities created for peer-to-peer-directed dialogue and relationship building that organically builds trust and mutual benefit among stakeholders			Meeting notes/minutes
Civic infrastructure built and facilitated with assistance from CDC, providing stakeholders the opportunity to engage in community-identified issues			Meeting notes/minutes
Community leaders cultivated through organizing, training, participation on committees, and other capacity building activities			Meeting notes/minutes
Neighborhood residents are connected to learning and leadership opportunities.			Resident referrals to leadership programs and training opportunities
<b>Neighborhood Action</b>			
Network of stakeholders empowered to determine the direction of the network			List of stakeholders, meeting notes/minutes
Creativity and connectivity encouraged through collective information sharing, problem solving, and decision-making			Meeting notes/minutes
Major issues in network identified			List of issues
Leadership provided in ongoing dialogue, planning, and execution of network initiatives			Meeting notes/minutes; list of issues, stakeholders, action items
Annual event or forum held to develop board and non-board member leaders in the community; seek neighborhood planning, strategic planning, development plans & projects; celebrate accomplishments; and dialogue on important issues.			Meeting agenda and notes/minutes
<b>Ongoing Assessment</b>			
Pulse of the community taken through community meetings, focus groups, interviews, and paper and online surveys; findings reported out annually			Meeting notes/minutes; focus group/interview notes; survey responses; report to community
Physical space identified and provided to residents for creative issue exploration.			Meeting notes/minutes; focus group/interview notes; survey responses; report to community
Organizations identified to address specific community needs not under purview of CDC			List of organizations and issue areas
Conduct a civic engagement and community building training for Board Members.			Board meeting minutes; training evaluation report
<b>NEIGHBORHOOD PLANNING</b>			
<b>Community Visioning</b>			

## Appendix C: Performance Standards Self-Evaluation

**\*\*Reminder: responses to this self-evaluation will not be evaluated or used to determine funding. Completion of the evaluation is valued at 5 points within your proposal.\*\***

Applicant Organization Name:			
PERFORMANCE STANDARDS	STATUS	Description for "Standard Not Met"	TYPICALLY FOUND IN/DEMONSTRATED BY: (no documents are required for submission except for those listed on page two of the RFP)
Neighborhood planning process conducted "whereby residents and other stakeholders learn about their neighborhood, envision a shared future, and develop strategies to shape it for the better and sustain it for the long-term"			Planning framework, meeting schedule, agendas, notes
Clear roles determined for the CDC, residents, institutions, and businesses in process			Planning framework
Establish a steering committee that including all stakeholder categories			List of stakeholders
Principles/values adopted with the community to guide the planning process			Planning principles/value statement
Community meetings, focus groups, and interviews facilitated with diverse groups			Meeting schedule, agendas, notes
Data collected to inform the planning process, including regular asset identification informed by staff and constituents			Planning process data
Planning process addresses quality of life issues: safety, open space, parks, schools, transportation, physical development, infrastructure, etc.			Planning framework, agendas, notes, final vision plan
Implementation plan created			Neighborhood vision plan
Performance measurement system established to evaluate the progress of the plan			Neighborhood vision plan
Adoption of plan sought from city's planning and/or community development depts.			
<b>Strategic Planning</b>			
Board and staff drive process to shape at minimum a three-year strategic plan for the organization			Strategic plan
External scan conducted with stakeholders			List of stakeholders, Strategic plan
Data gathered and best practice research conducted			Strategic plan
Develop concise and clear vision and mission statements			Strategic plan
Establish the organization's core values or principles			Strategic plan
Create goals, strategies, and performance measures			Strategic plan
Action plan created that identifies programs, projects, tactics, owners, timelines, committees, and measures for executing strategies and achieving goals of strategic plan			Strategic planning action plan
Strategic plan shapes the board's committee structure, business plan, marketing & communications plan, and community engagement plan			See other plans
Dashboard or other measurement tool built to track progress toward goals			Dashboard/assessment tool
<b>DESTINATION MARKETING</b>			
<b>Brand &amp; Message Framework</b>			
Develop an inclusive and inviting neighborhood brand and identity.			Brand guidelines, message framework
Neighborhood brand captured with clear messages that entire organization can articulate			Brand guidelines, message framework
Annual sessions facilitated with staff, board, stakeholders, and partners, to develop and/or reinforce key messages and a compelling tagline for organization and neighborhood(s)			Meeting agendas, collated notes, message framework, tagline
<b>Marketing &amp; Communications Plan</b>			
Key audiences to reach identified, their perceptions analyzed, best methods established			List of key audiences, focus group notes/report, survey data
Marketing and communications plan developed that identifies the goals, strategies, target audiences, tactics, vehicles, and measures for monitoring progress			Marketing and communications plan
<b>Community Partnerships</b>			
Civic partners (city of Cleveland, Positively Cleveland, etc.) engaged with to ensure they are aware of and reinforcing the CDC's brand			List of civic partners and examples
Work with other CDCs to leverage assets and market the city as a whole			Collaobrative marketing materials
<b>Vehicles</b>			
Clean, simple, visually powerful website built that is easy to navigate and tells the neighborhood and organizational story in an accessible manner			Website
E-communications (e-newsletter, "e-blast" e-mails, and social media) developed to communicate messages about the neighborhood and/or organization, specific social media plan with clear goals, strategies, timelines, and metrics created			E-blast, e-newsletter, social media plan and execution
Concise and compelling print pieces (newsletter, brochures, postcards, rack cards, etc.) created that provide needed information and drive people to the website for information			Collateral

## Appendix C: Performance Standards Self-Evaluation

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Applicant Organization Name:			
PERFORMANCE STANDARDS	STATUS	Description for "Standard Not Met"	TYPICALLY FOUND IN/DEMONSTRATED BY: (no documents are required for submission except for those listed on page two of the RFP)
Targeted public relations strategy developed to cultivate media engagement in appropriate forums, including print periodicals, newspapers, online exclusive, radio, and television; execute that strategy through aggressive pitches to diverse media outlets			Public relations strategy and results
Schedule of events coordinated to involve and engage the community			Annual event plan and schedule
Print, radio, or digital ads used to promote events, programs, or other activities			Ads
<b>Editorial Calendar</b>			
12 month plan matrix			Editorial calendar

## Appendix C: Performance Standards Self-Evaluation

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<b>Applicant Organization Name:</b>			
PERFORMANCE STANDARDS	STATUS	Description for "Standard Not Met"	TYPICALLY FOUND IN/DEMONSTRATED BY: (no documents are required for submission except for those listed on page two of the RFP)
<b>Audit</b>			
Analyze all existing marketing and communications vehicles: print, digital, web, social media, event-based, ads, etc., to understand positioning and utility of vehicles used to target key audiences			Communications audit
Routinely review and evaluate social media performance.			Communications audit
<b>Internal Communication</b>			
Develop a set of clear and meaningful metrics linked to the marketing and communication plan's overarching goals and strategies, and consistently evaluate progress of those metrics on a set timeline.			Dashboard/assessment tool
Data measurement system created to track communication efforts			Internal communication analytics
<b>HUMAN RESOURCES</b>			
<b>Personnel manual</b>			
Personnel policy manual created and implemented			Personnel policy manual
Board, staff, and legal input solicited in creating the manual			Meeting notes, survey data
Every employee provided with the manual and all new hires sign acknowledgment			Signed acknowledgment
Policy manual reviewed and updated every two years			Current policy manual
The following policies are in place: conflict of interest, confidentiality, anti-fraud, whistleblower, technology use, and document retention			Policies
<b>Position Descriptions</b>			
Position descriptions created and maintained			Position descriptions
Position descriptions reviewed annually to reflect actual roles and responsibilities			Position descriptions, org chart
<b>Staff Alignment</b>			
Organizational staff chart created			Organizational staff chart
Existing staff aligned with and new staff hired based on the organizational chart			Org chart, position descriptions
Performance review process developed and used for staff and managers			Performance reviews
Staffing and incentive decisions made based on performance reviews			
<b>Retention &amp; Recruitment</b>			
Staff development supported by ongoing feedback, prof. development, & cross training			Performance reviews
Commit to creating a racial equitable and inclusive work environment and employ hiring practices that seek to increase CDC staff and board diversity.			Personnel manual
Track diversity data related to staff composition, including race, gender, seniority, and experience.			Staff skills and demographics matrix
Compensation and benefit levels reviewed annually and compared to best practices			
Salary ranges established for each position and employee			List of salary ranges for each position
Annual or bi-annual retreats conducted			Agenda, notes
Creative strategies developed for recognizing strong performance and policies for these strategies articulated in the personnel manual			Personnel manual
Recruits and hires made from the neighborhood, surrounding neighborhoods, and/or city of Cleveland			Staff address list
All positions are advertised with position description before hires are made			Ad notices and list of placements
<b>Contractors</b>			
Formal contracts created with vendors and service providers detailing the scope of work, deliverables, cost, and timeline			Vendor/service provider contracts
RFPs developed and distributed to qualified vendors/service providers			Vendor/service provider RFPs
Specific staff member identified to manage each contractual engagement			Position descriptions
<b>Internal Communication</b>			
Regular staff meetings held			Staff meeting schedule, notes



## Appendix C: Performance Standards Self-Evaluation

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Applicant Organization Name:			
PERFORMANCE STANDARDS	STATUS	Description for "Standard Not Met"	TYPICALLY FOUND IN/DEMONSTRATED BY: (no documents are required for submission except for those listed on page two of the RFP)
Individual and team accomplishments recognized and celebrated			Narrative description of recognition(s)
<b>Volunteers</b>			
Volunteer program developed			Narrative description of volunteer program
Volunteer policy established and volunteer hours tracked			Volunteer policy & tracking
Volunteers covered under organizational insurance policy			Insurance policy
<b>TECHNOLOGY</b>			
<b>Plan/Support</b>			
Technology plan developed			Technology plan
Disaster/catastrophic event plan developed			Disaster/catastrophic event plan
Internal and/or external tech support provided			Position description or contract
Annual technology audit conducted			Technology audit
Training opportunities provided for employees			List of trainings and attendance
<b>Hardware &amp; Software</b>			
Updated hardware and software maintained			IT inventory list
Server, firewall, and backup systems approved by technology expert			IT certification/report