



## Why are we a “Network of Excellence?”

For more than 35 years, the NeighborWorks network has included some of the best community development and affordable housing organizations in the nation.

## What do we mean by “best”?

We conduct rigorous assessments of all our network organizations annually and they report to us quarterly. Our network remains strong through the regular evaluation of:

### PRODUCTION AND PROGRAM SERVICES

We look for sustainable lines of business that support the mission of the organization, have a positive impact on the community and employ industry best practices.



### MANAGEMENT, STAFFING AND PERSONNEL

We evaluate human resource systems including policies and procedures, staff evaluation practices, and staff development.

### RESOURCE AND FINANCIAL MANAGEMENT



We assess if the organization has the resources needed to accomplish its mission, and maintains a financial management system that safeguards its assets.

### PLANNING

We look to see if the organization has a business plan that supports the strategic goals of the organization, and if the organization regularly evaluates itself against that plan.



### ORGANIZATIONAL MANAGEMENT AND BOARD GOVERNANCE

We look for an effective partnership between the board and senior leadership that results in fulfillment of mission and the safeguarding of resources.



### TECHNICAL OPERATING AND COMPLIANCE SYSTEMS

We assess if the organization has the technical infrastructure it needs to monitor performance, ensure compliance with regulations, and report to funders and partners.



**PRODUCTION AND PROGRAM SERVICES:** Has the organization identified, approved, and implemented program services (lines of business) that are consistent with its mission, values and goals? Do program services address identified needs of communities or populations served? Is support from staff, board and partners adequate to sustain or expand production and program service goals and future commitments? Are policies, procedures and monitoring systems in place to enable the organization to measure performance, meet commitments and communicate results?

**MANAGEMENT, STAFFING AND PERSONNEL:** Is the organization's staffing model and structure clearly defined? Is it adequate to fulfill organizational, programmatic and financial responsibilities? Do staff reporting practices result in coordinated and timely actions and decisions? Does the organization have documented human resource policies and practices including annual staff evaluations? Do staff recruitment, compensation and professional development practices attract and retain knowledgeable, committed people?

**RESOURCE AND FINANCIAL MANAGEMENT:** Has the organization planned for and raised sufficient operating and capital resources to support current and future needs? Do its resource development processes and tools (including digital media strategies) support identification and procurement of resources? Does the organization employ accounting and financial record keeping procedures and practices that safeguard resources and produce accurate, timely records for operations and program services? Are liquid assets and reserves sufficient to sustain the organization and support growth?

**PLANNING:** Has the organization implemented a planning process with input from stakeholders, including the board, staff and community? Is there an annual operating plan based on a clearly defined mission, with measurable goals that are tracked and evaluated periodically? Has the organization established a multi-year strategic plan that identifies goals, resources, needs, responsibilities, timelines, and outcomes related to primary lines of business (services)?

**ORGANIZATIONAL MANAGEMENT AND BOARD GOVERNANCE:** Has the board established a governance model and structure that clearly defines board, committee, and executive management roles and authority in setting and fulfilling its mission and ensuring organizational health? Does the board exercise active, knowledgeable leadership and oversight? Do the board and committees have adequate and relevant expertise to provide program oversight? Does board composition reflect the communities and populations served? Does the board maintain an established process to evaluate its paid executive leadership and plan for succession?

**TECHNICAL OPERATING AND COMPLIANCE SYSTEMS:** Do the organization's service delivery policies, procedures and practices maximize its ability to provide services effectively and efficiently? Has it established a process to review all contracts and agreements prior to approval to ensure smooth integration with business strategies and plans? Does the organization's contract management system identify oversight, documentation and reporting responsibilities to ensure contract compliance and provide accurate, timely reporting?