



Important Internal Documents

Business Plan

- Describes how you intend to implement your mission and achieve your goals.
- Should include the following:
 - Mission statement
 - Outline of general goals, concrete objectives, and specific planned activities
 - Assessment of strengths and weaknesses, including an inventory of resources available to you
 - Marketing plan
 - Board and Staff bios
 - Three-year budget.
- Information in the business plan, including the purpose clause, will be used in:
 - Discussions with potential directors and employees during the recruitment process
 - The non-profit's organizational documents
 - IRS forms, including Form 1023 (the application for 501(c)(3) tax-exempt status) and Form 990 (the annual information return for tax-exempt organizations)
 - Fundraising requests and efforts to build community support.

Accounting Manual

- Include division of duties, cash receipts procedure, cash disbursements procedures, reconciliations, petty cash fund, purchases, fixed asset management, payroll, financial reporting, grant compliance, fiscal policy statements.

Budget

- Establish budget timeline, who will be involved in the budget process, income sources in the budget projection, budget narrative to explain the budget, and what type of budget to be written (i.e., an organizational-wide budget or specific program budget).

Employment Manual

- Should include personnel policies, including leave from work, vacation/sick leave, health insurance and other benefits, evaluations, FMLA, other state-mandated policies, conditions of employment, ordinary and overtime compensation, conflicts of interest and code of ethics, and grievance procedures (including protections for whistleblowers).
- Should include an at-will employment statement.
- A verification of receipt should be obtained from all employees in writing.

Operations Manual



- Should include procedure information for security culture, file-saving, backup, marketing and communications, new hire, job descriptions, emergency/evacuation, disaster recovery plan, fundraising filing, human resource/personnel filing, and events.

Funding Guidelines/Grant Making Policies

- Guidelines for how the business will be making grants to other organizations (Board approval, what needs to be included in grant application, special requirements for grants to foreign organizations, content of grant agreements, and reporting/monitoring requirements of grantees).

Key Agreements to Have in Place

- Nondisclosure/Confidentiality Agreement
- Noncompete/Non-solicitation Agreement
- Employment Agreements or Contractor Agreements
- Volunteer Nondisclosure Agreement and Release of Liability