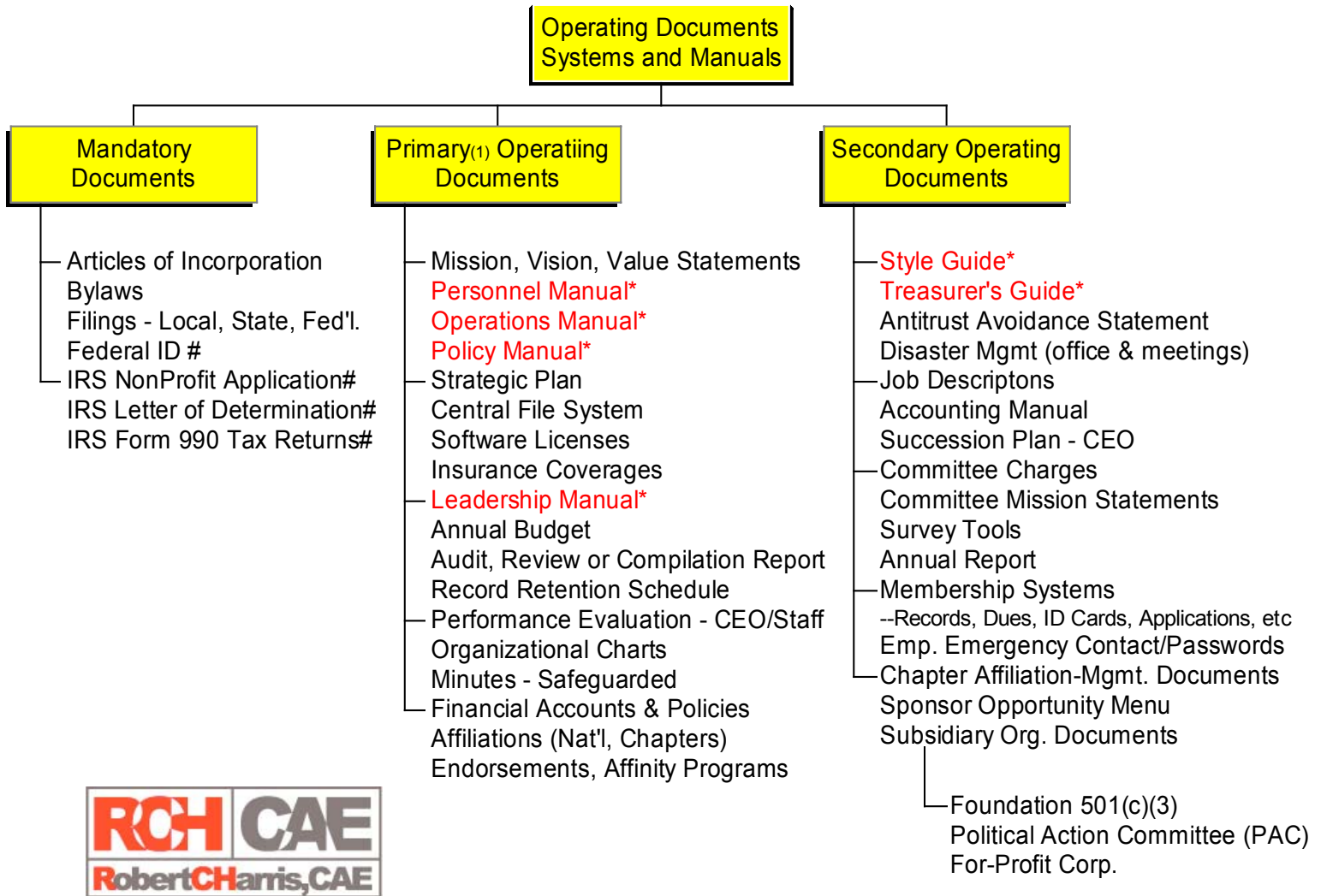


Operating Framework - Nonprofit Organizations

There are 1.4 million nonprofit organizations in the U.S. Much of the greatness of America is attributed to the communities, trades and professions served by associations, foundations, and chambers.

An established operating framework promotes efficiency, systems, policies, risk management and development of training manuals. Systems remove uncertainty and discretion – promoting excellence in member service while minimizing risk. **Systems drive the organization --- allowing staff to focus on mission, goals, outcomes and members' needs.**



Footnote 1 – Indication of primary and secondary refers to the order in which the documents are likely to be created; it does not mean that secondary documents are less important than primary or mandatory documents. * Indicates recommended operating manuals. # Indicates public record documents; IRS help-line 877 829 5500.

Bob Harris, CAE, is the creator of the **Association Self-Assessment Program®** to improve performance and reduce risk, as well as the laminated **Board Responsibilities Guide**. He offers seminars, strategic planning, board training and association audits. Many of the referenced documents and descriptions herein are available free at www.nonprofitcenter.com. The **Operating Framework** is the foundation of the seminar: **Systems Approach to Management**. Contact 850/570-6000 or bob@rchcae.com.