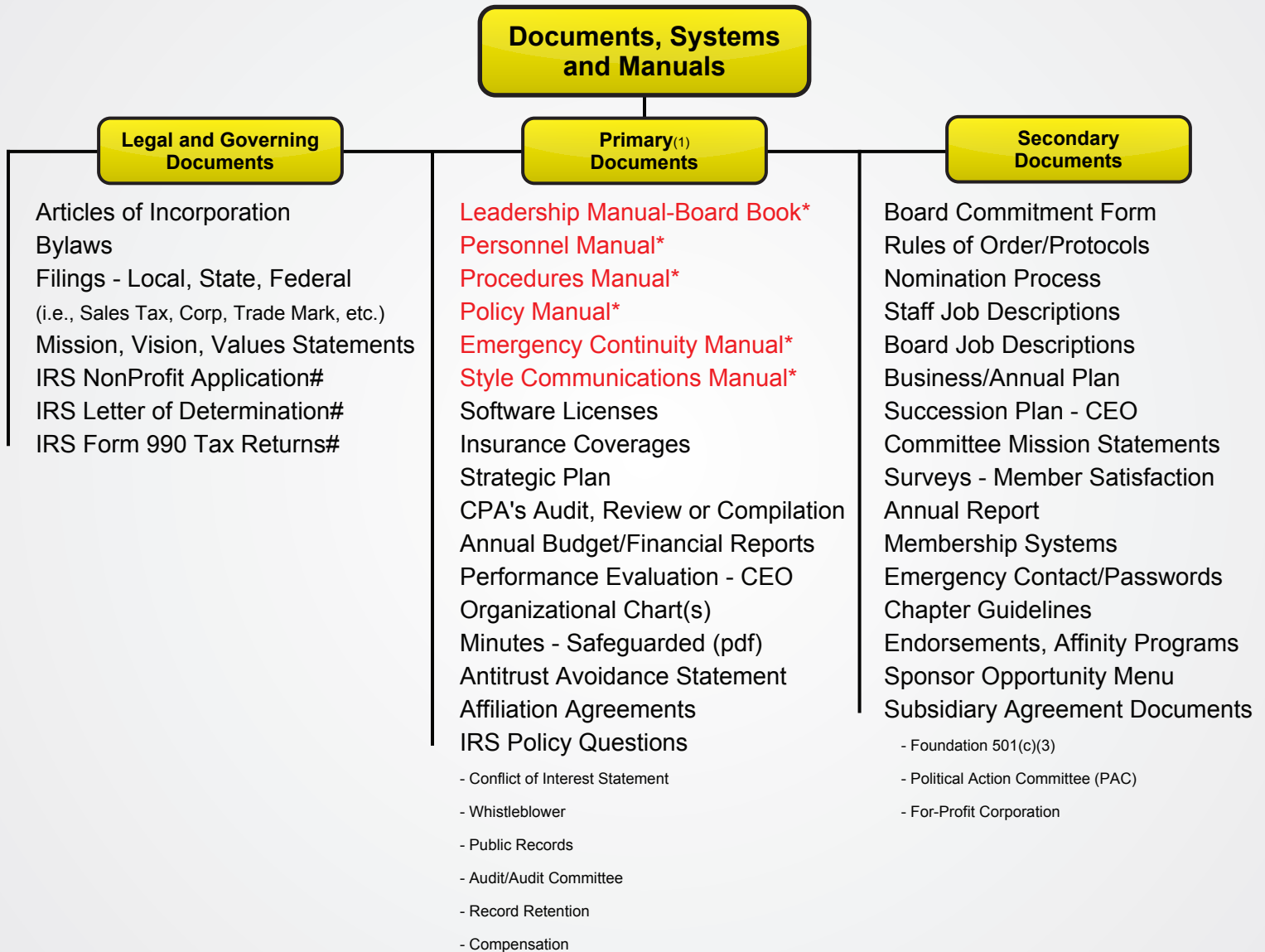


Operating Framework – Business Model

There are more than 1 million nonprofit organizations in the U.S. Development and maintenance of an operating framework promotes efficiency, creates systems, reduces risk and sets up training manuals. Systems remove uncertainty and discretion – promoting excellence in service and ensuring sustainability.



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 legal 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-Audit Process Manual® to improve performance and reduce risk. 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.

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