



GroundWork group Continuum of Technology Maturity...measuring the application of technology to the nonprofit organization

	AT RISK	CORE	STANDARD	ADVANCED
<u>Business Function</u>	<u>Level One</u>	<u>Level Two</u>	<u>Level Three</u>	<u>Level Four</u>
Strategic Planning	Organization does not have a Strategic Plan.	Organization has a Strategic Plan.	Organization has a Strategic Plan that is annually updated.	Organization has a Strategic Plan that is continually evaluated and updated.
	Technology is not part of strategic planning process or tied to the mission of the organization.	Technology is tied to the organization mission objectives.	Technology is tied to the mission objectives, is part of the strategic planning process, and organization has an IT Plan that is annually updated.	Technology is tied to the mission objectives, is part of the strategic planning process, and organization has an IT Plan that is continually evaluated.
	Organization does not have technology as an organizational budget line item.	Organization has technology as an organizational budget line item.	Organization has technology as an organizational budget line item that is annually evaluated.	Organization has technology as an organizational budget line item that is continually evaluated.
	Technology is seen as an operational expense of organization.	Technology is seen as an operational expense with some capital investment.	Technology is seen as a mix of operational expense and strategic investment.	Technology is seen as a strategic investment of organization.
Marketing	Organization does not have a Marketing Plan.	Organization has a Marketing Plan.	Organization has a Marketing Plan that is annually updated.	Organization has a Marketing Plan that is continually evaluated and updated.
	Organization does not have a website.	Organization has a website that communicates mission of the organization.	Organization has a web presence that markets the mission and vision of the organization.	Organization has an interactive web presence that is continually evaluated to ensure it markets the essence of the organization.
	Organization does not utilize analytics or metrics to measure marketing effectiveness of the organizational website.	Organization utilizes basic analytics and metrics to measure marketing effectiveness of the organizational website.	Organization utilizes advanced analytics and metrics to measure marketing effectiveness of the organizational website.	Website analytics and metrics are continually assessed to ensure the organizational website is being utilized in the most effective manner.
	Organization does not have consistency between website and hard copy marketing materials.	Organization has consistency between the website and hard copy marketing materials.	Organization, on a monthly basis, reviews the website and hard copy marketing materials to ensure consistency.	Organization continually reviews the website and hard copy marketing materials to ensure consistency.
	Organization does not have an individual in the organization with the capability to manage the website.	Organization has an individual in the organization with the capability to manage the website.	Organization has a Web Master.	Organization has a Web Master and Board Committee focused on leveraging the organizational website in the most effective manner.
	Organization does not update website content.	Organization updates organizational website content.	Organization utilizes a Content Management System to update organizational website content monthly.	Website content is continually updated and assessed to ensure it markets the essence of the organization.
Constituent Management (Clients, Volunteers, Donors, etc.)	Organization does not manage constituent relationships or information.	Organization manages constituent relationships and information.	Organization formally evaluates constituent relationships and information annually and leverages technology to build constituent coalitions.	Organization continually evaluates constituent relationships and information and leverages technology to build constituent coalitions.
	Organization does not have constituent data quality standards.	Organization has developed constituent data quality standards.	Organization ensures that constituent data quality standards are organizationally followed.	Organization continually evaluates constituent data quality standards.
	Organization does not have constituent data collection standards and guidelines.	Organization has developed constituent data collection standards and guidelines.	Organization ensures that constituent data collection standards and guidelines are organizationally followed.	Organization continually evaluates constituent data collection standards and guidelines.
	Organization, via a spreadsheet tool, manually manages constituent information.	Organization utilizes a Constituent Relationship Management System that integrates with the organizational website, communication devices and fundraising tools.	Organization utilizes an integrated Constituent Relationship Management System and actively manages and reviews constituent relationships annually.	Organization utilizes an integrated Constituent Relationship Management System and continually manages and reviews constituent relationships.
	Organization does not include constituent management as part of the strategic planning process.	Organization includes constituent management as part of the strategic planning process.	Organization includes constituent management as part of the strategic planning process annually.	Organization includes constituent management as part of strategic planning process and continually reviews to ensure that constituents are leveraged in the most effective manner.
Communications	Organization does not have a Communications Plan.	Organization has a Communications Plan.	Organization has a Communications Plan that is updated annually.	Organization has a Communications Plan that is continually evaluated and updated to ensure technology is being leveraged in the most effective manner.
	Organization does not publish a Newsletter to communicate key organizational messages.	Organization publishes a periodic Newsletter to all constituents to communicate key organizational messages.	Organization publishes a monthly Newsletter and various other communications to specific constituent groups on a regular basis.	Organization continually evaluates communications, communication tools, constituent groups and audiences.
	Organization does not utilize an automated email communication device to publish Newsletter.	Organization utilizes an automated email communication device to periodically publish an organizational eNewsletter.	Organization utilizes an advanced automated email communication device to publish a monthly eNewsletter and various other communications to specific constituent groups on a regular basis.	Organization continually evaluates advanced automated email communication device to ensure tools are being leveraged in the most effective manner.
	Organization does not assess telecommunications cost or use.	Organization assesses telecommunications cost and use.	Organization assesses telecommunications cost and use annually.	Organization assesses telecommunications cost and use every six months.
	Organization does not have an email/domain strategy, not using organization domain extension for email.	Organization has an email/domain strategy integrating email with organization domain.	Organization ensures that email/domain strategy is continually implemented and evaluated.	Organization manages multiple domains, email/domain strategy reflects all domains and is continually implemented and evaluated.
	Organization does not utilize social media tools to communicate key messages.	Organization utilizes social media tools to communicate key organizational messages and has organizational policies.	Organization utilizes social media tools to communicate key organizational messages in an organized and strategic manner.	Organization continually evaluates social media tools to ensure that organization is strategic and effective in its social media approach.



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Fundraising	Organization does not have a Fundraising Plan.	Organization has a Fundraising Plan.	Organization has a Fundraising Plan that is updated annually.	Organization has a Fundraising Plan that is continually evaluated and updated.
	Organization does not have an online fundraising presence.	Organization has an online fundraising presence, a donate now capability.	Organization has an online fundraising presence, a donate now capability that is integrated with the Constituent Relationship Management System.	Organization has an online fundraising presence, a donate now capability that is integrated with the Constituent Relationship Management and Financial Management Systems.
	Organization does not utilize automated tools to manage fundraising efforts.	Organization utilizes a Fundraising Management System to manage fundraising efforts, and it is integrated with the organizational Constituent Relationship Management System.	Organization utilizes a Fundraising Management System that is integrated with the organizational Financial Management System.	Organization utilizes a fully integrated Fundraising Management System and continually manages and reviews funding relationships.
	Organization does not manage fundraising events.	Organization utilizes a Registration System to manage fundraising events, and it is integrated with the organizational Fundraising and Constituent Relationship Management Systems.	Organization utilizes a Registration System that is integrated with the organizational Fundraising, Constituent Relationship and Financial Management Systems.	Organization utilizes a fully integrated Registration System and continually manages and reviews funding relationships.
Service Delivery	Organization does not incorporate technology into service delivery.	Organization incorporates office productivity tools into service delivery.	Organization utilizes a Client Management System to manage service delivery.	Organization utilizes a Client Management System that is integrated with an Outcome Measurement System and is continually analyzed to ensure highest level of service.
	Organization does not incorporate mobile computing into service delivery.	Organization incorporates mobile computing into service delivery.	Organization integrates mobile computing for service delivery into the technical day-to-day operations.	Organization integrates mobile computing for service delivery into the technical day-to-day operations and continually analyzes to ensure highest level of capability.
	Organization does not perform technology research and development to further enhance service delivery.	Organization performs research and development of technology to further enhance service delivery.	Organization performs formal research and development of technology to further enhance service delivery and annually reviews capability.	Organization continually performs formal research and development of technology to further enhance service delivery.
	Organization has no data security of client information.	Organization has data security of client information.	Organization annually reviews data security tools to ensure client information is secure.	Organization utilizes advanced data security tools for client information and continually analyzes to ensure information is secure.
	Organization has no service delivery continuity plan.	Organization has a service delivery continuity plan for key program services.	Organization has a service delivery continuity plan in place for all program services, and it is annually reviewed and tested.	Organization has a service delivery continuity plan in place for all program services, and it is continually reviewed and tested.
Reporting	Organizational reporting requirements are not well understood or met, no established metrics.	Basic organizational reporting requirements are understood and met, however, no established metrics.	Reporting requirements are met by the organization's systems, reports are available, organization has established metrics to measure against.	Reporting requirements are met by mining data from the organization's systems, reports are complete, organization has established metrics to measure against, and they are continually analyzed.
	Organizational data is not easily accessible or accurate.	Organizational data is accurate.	Organizational data is integrated, accurate and accessible.	Organizational data is integrated, accurate, accessible and is continually evaluated.
	Financial and management reporting developed via office productivity tools such as Excel.	Financial and management reporting developed via a Financial System with reporting tools.	Financial and management systems integrated with other reporting capabilities.	All financial and management systems are continually monitored to ensure organizational reporting is conducted in the most effective manner.
	Outcome measurement reporting developed via office productivity tools such as Excel or Access.	Outcome measurement reporting developed via an Outcome Measurement System with reporting capabilities.	Outcome Measurement System integrated with other reporting capabilities.	Outcome Measurement System is continually monitored to ensure organizational reporting is conducted in the most effective manner.
	Board reporting developed in a non-integrated manner with office productivity tools.	Board reporting developed in an integrated manner with office productivity tools.	Board reporting developed via collaboration tools, such as SharePoint.	Board reporting developed via advanced collaborative tools and integrated with all other organizational reporting.
Day-to-Day Operations	Organizational leadership and the board have limited knowledge of how technology is supporting the day-to-day operations.	Organizational leadership and the board have knowledge of current technology in use, ongoing strategy, current challenges, and plans for future improvement.	Organizational leadership supports technology strategies and works to engage the whole organization with IT. The board is aware of upcoming technology projects.	Organizational leadership strives for full integration of IT and shows ongoing support for aligning IT to day-to-day operations. The board offers advice as possible and stays aware of high-impact technology projects.
	Organization's day-to-day business processes are manual, and related applications are not integrated.	Organization utilizes eCommerce when appropriate for day-to-day business processes, and related applications are integrated.	Organization utilizes eCommerce when appropriate for day-to-day business processes, and related applications are integrated and annually reviewed.	Organization utilizes eCommerce when appropriate for day-to-day business processes, and related applications are integrated and reviewed continually to ensure best practices are being applied.
	Organization does not have a disaster recovery plan for day-to-day operations.	Organization has a disaster recovery plan for day-to-day operations.	Organization has a disaster recovery plan for day-to-day operations, and it is annually evaluated and tested.	Organization has a disaster recovery plan for day-to-day operations, and it is continually reviewed, tested and benchmarked against industry standards and best practices.



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Day-to-Day Operations (cont'd)	Organization has a reliable wired and/or wireless network with limited collaboration tools, and it is reviewed on an inconsistent basis.	Organization has a reliable wired and/or wireless network with collaboration tools, and it is annually evaluated.	Organization has a reliable wired and/or wireless network with collaboration tools, it is annually evaluated, and it is benchmarked against industry standards.	Organization has a reliable wired and/or wireless network with collaboration tools, it is continually evaluated, and it is benchmarked against industry standards.
	Organization does not have secure, centralized organizational data, data use is not reviewed against applicable guidelines.	Organization has secure, on-site, centralized organizational data that is backed up on a nightly basis, data use is reviewed against applicable guidelines.	Organization has secure, on-site, centralized organizational data that is replicated off-site and is backed up on a nightly basis, data use is annually reviewed against applicable guidelines.	Organization has secure, centralized organizational data that is replicated off-site, is backed up on a nightly basis and is continually monitored, data use is continually evaluated against applicable guidelines.
	Organization does not have an individual in the organization with the capability to address technology needs, does not apply technology quality improvements.	Organization has an individual in the organization with the capability to address technology needs, seek technology quality improvements.	Organization has a Director of IT (CIO), organization has a technology QC improvement program.	Organization has a Director of IT (CIO) and a Board IT Committee, organization has a formal technology QC improvement program that is annually reviewed.
	The IT inventory is not managed or documented.	The IT inventory is managed and documented.	The IT inventory is managed via an IT Inventory Tracking System with a replacement schedule.	The IT inventory is managed via an IT Inventory Tracking System with an annual replacement schedule.
	Organization does not have its network infrastructure documented.	Organization has its network infrastructure documented.	Organization has its network infrastructure documented, and it is annually reviewed.	Organization has its network infrastructure documented, and it is continually evaluated.
	Organization is dependent on donated IT equipment.	Organization is not dependent on donated or refurbished equipment, organization has limited IT equipment budget.	Organization is not dependent on donated or refurbished equipment, organization has a sufficient IT equipment budget.	Organization is not dependent on donated or refurbished equipment, organization has IT equipment budget that is annually assessed.
	Organization is dependent on free volunteer technology services for any technical operations, reactive approach when IT issues arise.	Organization has daily IT support for technical operations, typically on an "on-call" basis, reactive approach when IT issues arise.	Organization utilizes internal IT staff and/or outside technical support for day-to-day technical operations, proactive IT strategy followed.	Organization sets aside sufficient budget for internal and/or external support for day-to-day technical operations, systems are continually monitored, and proactive IT strategy is continually updated.
	Organization does not monitor operational technology capacity.	Organization monitors operational technology capacity.	Organization monitors operational technology capacity, operational planning occurs annually.	Operational technology capacity is continually monitored, planning occurs continually.
	Organization does not have an IT upgrade or refreshment plan.	Organization has an IT upgrade and refreshment plan.	Organization has an IT upgrade and refreshment plan that is annually assessed.	Organization has an IT upgrade and refreshment plan that is continually assessed.
	Organization does not have documented IT policies or procedures.	Organization has documented IT policies and procedures.	Organization has documented IT policies and procedures that are updated annually.	Organization has documented IT policies and procedures that are continually evaluated and updated and encompass all aspects of the organization, including communications.
Training and Education	Organization does not have a Training and Education Plan.	Organization has a Training and Education Plan.	Organization has a Training and Education Plan that is annually updated.	Organization has a Training and Education Plan that is continually evaluated and updated.
	Technology training and education is not part of organizational Training and Education Plan.	Technology training and education is part of organizational Training and Education Plan, limited budget is set aside for technology training and education.	Technology training and education is part of organizational Training and Education Plan, sufficient budget is set aside for technology training and education and is annually reviewed.	Technology training and education is part of organizational Training and Education Plan, sufficient budget is set aside for technology training and education and is continually evaluated and updated.
	Technology training is provided by observation or "passed down" by volunteers or employees, minimal documentation exists.	Technology training is provided by outside vendors or classes, is available on an as-needed basis, documentation exists.	Technology training is required for key users of the business applications, documentation exists and is annually updated.	Technology training is required for all users of all the business applications, documentation is continually evaluated, updated and integrated into trainings.
	No formal technology training and education plans exist, and any applicable certifications are not required.	Formal technology training and education plans exist, and applicable certifications are encouraged.	Formal technology training and education plans exist, and applicable certifications are required and are annually evaluated.	Formal technology training and education plans exist, and applicable certifications are required and are continually evaluated.
	No analysis occurs to ensure alignment between technology training and education and organizational skill requirements.	Analysis occurs to align technology training and education with organizational skill requirements.	Analysis occurs annually to ensure alignment between technology training and education and organizational skill requirements.	Analysis occurs continually to ensure alignment between technology training and education and organizational skill requirements.