

Standards of Excellence Self-Assessment - United Way of Greater Lorain County, Inc. - Lorain, OH

Standard 1.1: Knowledge of the Community

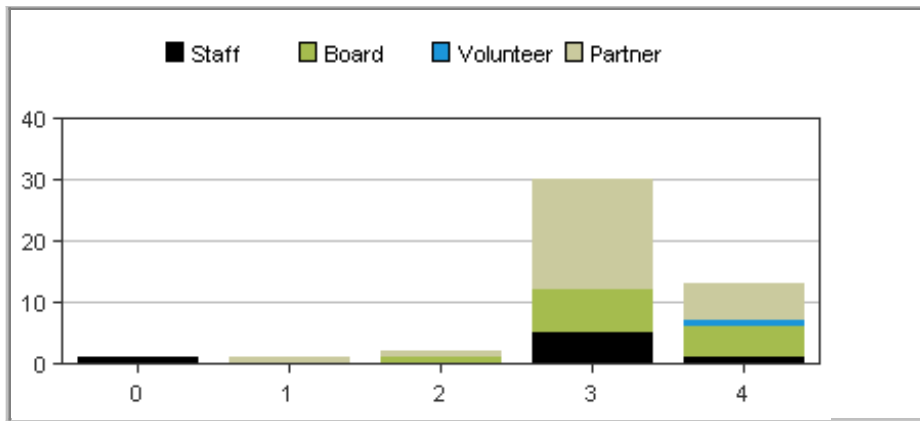
Response Chart

Possible Responses:	Don't Know	1	2	3	4	Total
Staff	1	0	0	5	1	7
Board	0	0	1	7	5	13
Volunteer	0	0	0	0	1	1
Community Partner	0	1	1	18	6	26
Total	1	1	2	30	13	47

Key:

1. United Way's community knowledge is almost exclusively centered on longstanding funded agencies and businesses that conduct workplace campaigns within its designated service area.
2. United Way makes initial efforts to identify, understand and engage a limited number of people/groups beyond their traditionally funded agencies and businesses that conduct workplace campaigns in the geographic service area.
3. United Way understands, engages and works with multiple "communities." A "community" is as likely to be defined by common characteristics, demographics or concern for particular issues as it is by geographic location. United Way makes deliberate...
4. United Way has well-developed knowledge and understanding of a broad range of communities with whom it can engage to build common vision and achieve impact on priority issues. United Way volunteers and staff have solid relationships and actively...

Response by Role



Comments

- Our local UW is engaging people and groups that they have identified as valuable rather than having organizations on the same playing field. They have gone out of their way to create collaborations that they see as appropriate for their new direction.
- While the United Way makes some effort to connect with emerging efforts in the community, there are many small, unfunded efforts in the community it does not interact with at all.
- United is involved with and/or funds a large number of organizations.
- Per collaborations directly with UW as well as information from other community partners.
- United Way seeks to engage community members as well as agency representation when seeking to understand the needs of the various communities it seeks to serve.
- partnership relations, personal contact
- UW is in a multi-year transition in funding, and as such seems to be managing this transition with regard to traditional, new and emerging communities
- UW meets the standards for a "4" in the northern half of the county, but does not in the southern more rural parts of the county. They are currently working to identify more partners in those areas.
- Practical experience
- United Way actively seeks out potential partners and engages with diverse populations. More work can be done, however, to engage the quasi-government sector.
- We have held community conversations in several communities and have sought out opportunities to hold more. We have diverse representation (demographics, characteristics, issues, etc.) on advisory councils, boards, cabinets, etc.
- The board receives regular updates from the Executive director and board committees.
- aggressive collection of data and "getting everywhere" to listen to people
- We work with over 18 United Way agencies and this agency is one of our most effective and organized.
- Through various meetings, community events, political type functions, etc. that I have attended where United Way was involved and/or represented.
- United Way staff have a strong present in the in the community.
- UWGLC has strong relationships with all sectors of the community. They have used community conversations to extend their reach to others who may not have had a voice in the past.

Standard 1.2: Community Engagement and Mobilization

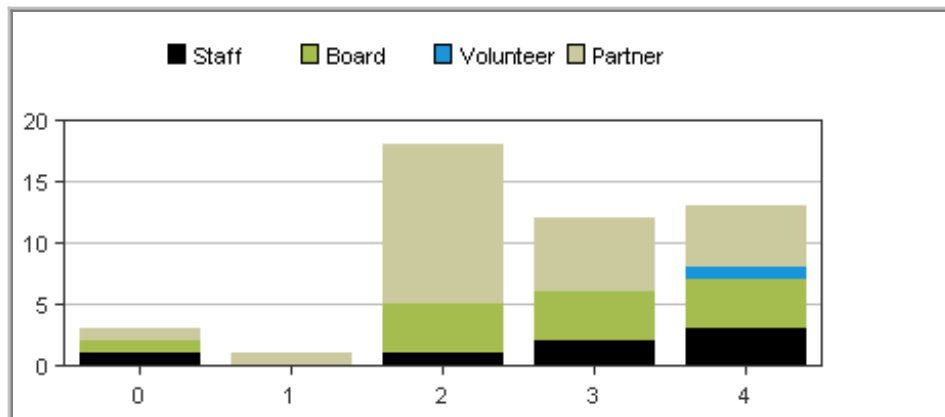
Response Chart

Possible Responses:	Don't Know	1	2	3	4	Total
Staff	1	0	1	2	3	7
Board	1	0	4	4	4	13
Volunteer	0	0	0	0	1	1
Community Partner	1	1	13	6	5	26
Total	3	1	18	12	13	47

Key:

1. United Way is generally not involved in community research and education. United Way engages the community in an annual fundraising campaign.
2. United Way is involved from time-to-time in community research and education. United Way occasionally organizes and supports activities that engage and mobilize the community to get involved beyond the annual campaign (e.g., annual Day of Caring).
3. United Way is regularly involved in community research and education. United Way organizes and supports, on an ongoing basis, multiple activities that encourage community involvement (e.g., town hall meetings, visioning sessions, volunteer...)
4. United Way is regularly involved in community research and education. United Way is actively involved in multiple approaches and activities which motivate, organize, support and recognize community involvement. United Way successfully engages a...

Response by Role



Comments

- When these meetings have happened they've seemed to be for the express purpose of benefiting United Way i.e. strategy or otherwise.
- Per collaborations directly with UW as well as information from other community partners.
- This UW is in the process of assisting agency partners form community collaboratives that will be more involved in research.
- United Way conducts Director's meetings, Day of Caring, and is also involved in Leadership Lorain County's Day of Service. I did not view these activities as regularly occurring.
- partnership relations, personal experience
- working towards 3 but not there yet
- I would like to see our local UW take more action on training non profits in our county. Akron UW seems to offer a lot of training to its constituencies.
- We show characteristics of both 2 and 3 but we aren't yet doing it on a regular or ongoing basis.
- United Way encourages the community to volunteer, engages in the planning and preparation for crisis through 2-1-1, and provides support to the schools (e.g. partnering with a local school)
- In meetings conducted by the United Way these topics have been discussed and, as appropriate, action plans formulated.
- Although lots of behind-the-scenes work is being done, I don't believe we are seen as a leader in this arena quite yet.
- Again this information is based upon an engaged board, its committees, the forthrightness of our executive director and staff members making presentations to the board.
- has 211, forming volunteer initiative
- I HAVE ATTENDED UWAY SPONSORED GROUP MEETINGS AND READ A VARIETY OF REPORTS.
- UWGLC has engaged the community through recruiting a diverse board and creation of impact advisory councils. They have also been involved with needs assessment activities and strategic planning efforts.

Standard 1.3: Shared Community Vision

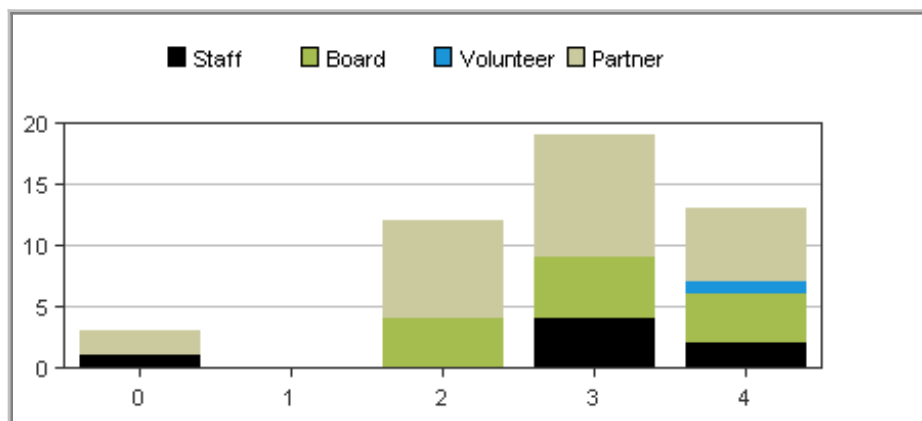
Response Chart

Possible Responses:	Don't Know	1	2	3	4	Total
Staff	1	0	0	4	2	7
Board	0	0	4	5	4	13
Volunteer	0	0	0	0	1	1
Community Partner	2	0	8	10	6	26
Total	3	0	12	19	13	47

Key:

1. United Way informally assesses community interests and concerns.
2. United Way occasionally participates in formal efforts aimed at understanding community interests, aspirations, assets, and concerns (e.g., gathering and sharing information about community conditions; participating in public dialogues).
3. United Way routinely participates in efforts aimed at understanding community interests, aspirations, assets, and concerns. It involves a broad spectrum of the community and plays a prominent role in facilitating the inclusion of diverse groups.
4. United Way joins other community partners to regularly disseminate information on current and emerging community issues. United Way partners with others to facilitate inclusive community conversations and public dialogues around community...

Response by Role



Comments

- Recently, the United Way identified a very small, highly specific focus of concern that does not represent the overall focus of the many diverse groups in the community
- Per collaborations directly with UW as well as information from other community partners.
- United Way, I believe, routinely participates in efforts aimed at understanding community needs. However I am not sure if the groups are all inclusive.
- with new funding criteria they have had to meet individually and in groups with the NPO community
- In my experience, I have not experience UW leading any initiatives in shared vision - from the outside it appears that UW follows their agenda for community support, but as a community member their engagement seems to be 'under the radar.'
- moving this way
- I have been to several such meetings.
- Again, through UW meetings with partner and other agencies UW gathers information and encourages feedback on various community issues.
- partnership relations, personal experience
- They do a good job at once they find out what the community needs to adjust and focus on that.
- during the last two year the efforts and concentration are focus on the local six target outcome.
- We may be the ONLY organization working on a shared community vision.
- Our target outcomes were developed after months of advisory council meetings to determine where the needs were. We're now doing work and being included in work with other local foundations. Only a lack of regularity kept the score from being a 4.
- We at the board are given the feedback received from United Way partners and various groups of interest.
- United Way organizes opportunities for inclusive community conversations and partnership dialogues to determine community issues, needs, and shared visions. United Way is a recognized partner in building a shared community vision.
- UWGLC has been involved and convened groups, such as the Lorain County Non-Profit Network and Funders Collaborative.

Standard 1.4: Public Policy Engagement

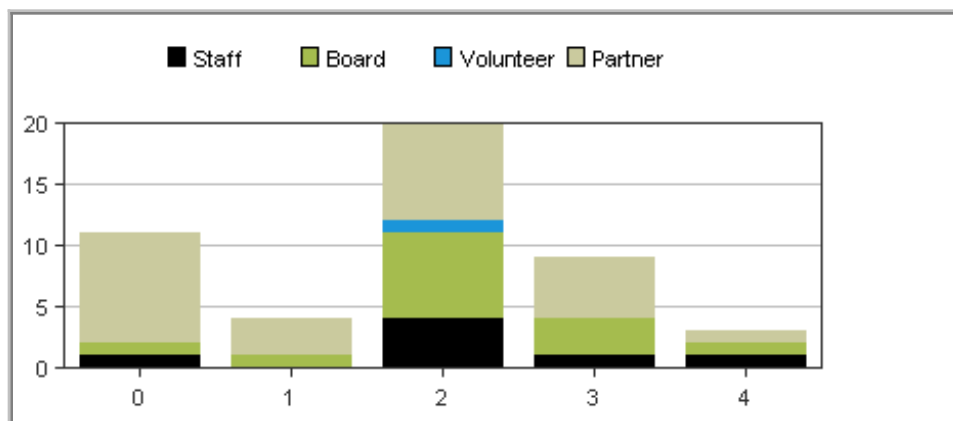
Response Chart

Possible Responses:	Don't Know	1	2	3	4	Total
Staff	1	0	4	1	1	7
Board	1	1	7	3	1	13
Volunteer	0	0	1	0	0	1
Community Partner	9	3	8	5	1	26
Total	11	4	20	9	3	47

Key:

1. United Way is not substantively involved in public policy.
2. United Way keeps current on public policy issues, works on building relationships with public officials, and occasionally organizes or participates in briefings and discussions related to public policy.
3. United Way has established local public policy priorities (i.e., a public policy agenda) linked to its impact strategies and has established board and staff responsibility for advancing those priorities. United Way has solid working relationships...
4. United Way has a board-level committee that is engaged in advancing its public policy agenda. It works with others in the United Way system to lobby legislators on issues of common concern. United Way engages the community-at-large to discuss,...

Response by Role



Comments

- Although UA is in tune with public policy I do not know if they are involved in lobbying for it. They may be and I just am not aware of it.
- no external evidence
- Although Uway is transitioning to being more than a funder, it still is not a major player in developing strategies for solving problems.
- The past few years UW has made several efforts and has conducted open forum meetings with elected officials often times however, some of the elected officials invited to participate declined or cancelled out.
- partnership relations, personal experience
- This is an area for growth and we know that. It is challenging for partners to work on public policy issues when they are not sure of their limits as non-profits.
- We may be at level 4 but I am not certain.
- formulating around transportation
- Emphasis on and promotion of specific cradle to career strategies. Kindergarten readiness, 3rd grade reading, 8th grade math, graduating on time, progression to post secondary education.
- I am unaware of any board-level committee that advances public policy.
- UWGLC has participated in and led advocacy efforts. Locally, they have been involved with efforts to improve public transportation. They have close relationships with elected officials at all levels of government.

Standard 2.1: Impact Strategies

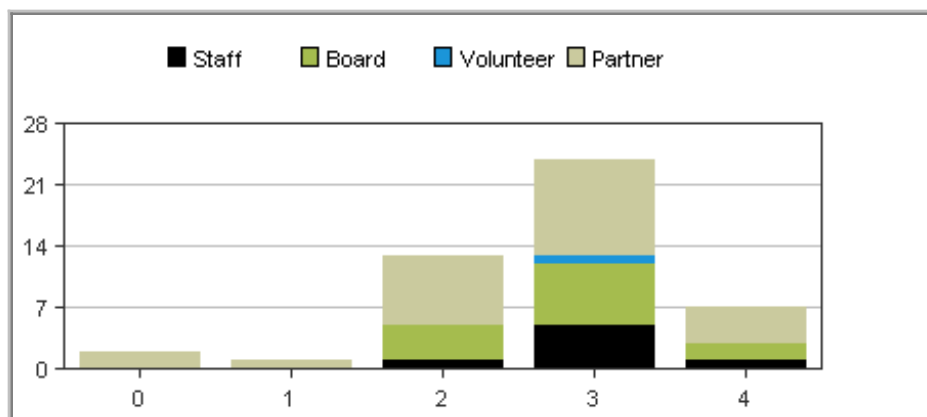
Response Chart

Possible Responses:	Don't Know	1	2	3	4	Total
Staff	0	0	1	5	1	7
Board	0	0	4	7	2	13
Volunteer	0	0	0	1	0	1
Community Partner	2	1	8	11	4	26
Total	2	1	13	24	7	47

Key:

1. United Way is not involved in a community planning process to develop a plan for impacting identified priority issues.
2. Steps have been taken to develop a community planning process for impacting identified priority issue(s). A diverse group of potential partners and participants are being identified. The issues are being defined and assessed at the community...
3. A diverse and representative community group, including United Way, is actively engaged in planning how to achieve desired results on a priority community issue. Specific strategies, action plans and measures are being created to achieve those...
4. A comprehensive community plan is in place to achieve desired results on at least one priority community issue. United Way and its multiple partners are each actively engaged in their agreed-upon roles and responsibilities. Strategies have...

Response by Role



Comments

- still coalescing, but moving this way
- It has been communicated to me that key issues that are identified as a priority were driven by funders and decided upon by the UW board, rather than broader community involvement.
- Per collaborations directly with UW as well as information from other community partners.
- I am aware of ongoing planning for impact and know the group is diverse. However, other than having a clear understanding of the impact areas, I have not seen a detailed action plan.
- not sure how much the community was involved in choosing the impact areas, think UW chose them
- It is starting to develop strategies, such as the health coalition.
- Groups have been meeting to address and solve common problems that affect those we serve in the areas of income, health, education, and basic needs.
- partnership relations, personal experience
- UW appears to be moving toward developing a comprehensive plan for impacting selected priority issues
- United Way with a diverse and representative community group have planned how to achieve desired results on priority community issues and are engaging additional participants to address these community issues.
- We have multiple community groups, across different segments of the community and different issues, that are actively engaged in planning, but none of the plans are actually in place yet.
- From our board retreats, a substantive plan was developed and implemented. The board expects to see measured results on the implementation and outcome.
- UWGLC has a well-defined community impact agenda with six target outcomes.

Standard 2.2: Partner Engagement

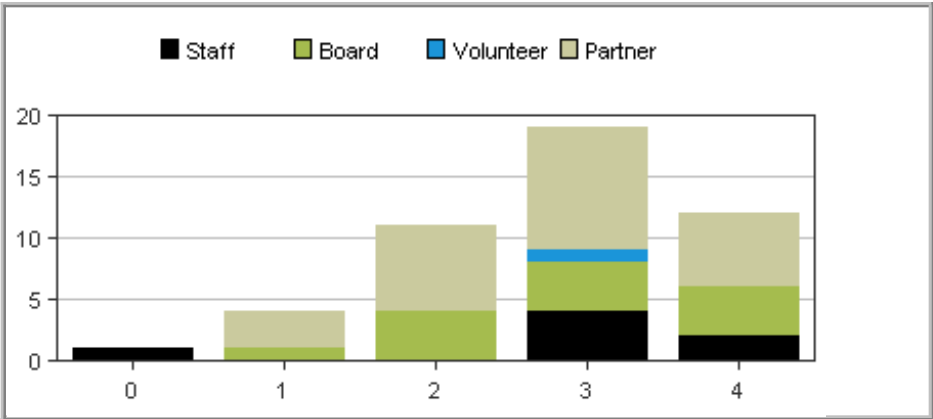
Response Chart

Possible Responses:	Don't Know	1	2	3	4	Total
Staff	1	0	0	4	2	7
Board	0	1	4	4	4	13
Volunteer	0	0	0	1	0	1
Community Partner	0	3	7	10	6	26
Total	1	4	11	19	12	47

Key:

1. United Way’s relationships are primarily with member agencies and companies from which United Way seeks financial support. The relationship and communication focus primarily on annual campaign and allocation-related issues.
2. United Way strategically identifies a diverse group of potential partners, both traditional and non-traditional (i.e., government, business, nonprofit organizations, neighborhood groups, and individuals most affected), with whom it can develop and...
3. United Way has a number of well-developed relationships with selected community partners. United Way and its partners are beginning to work collaboratively on priority issues. United Way has a plan to communicate with and recognize its partners,...
4. United Way has strong relationships with a broad and diverse range of partners. All are actively working together on priority community issues and achieving results. United Way measures and reports its success in mobilizing partners. United Way...

Response by Role



Comments

- moving this way under Bill Harper's leadership, seems like doors are opening
- Per collaborations directly with UW as well as information from other community partners.
- Our community is a bit disorganized with regard to collaboratives being developed, and it feels like there is a void in communication from UW regarding what they will consider as a success, and who is being considered for funding, and when funding will begin, etc.
- I think this is happening thru their collaboration meetings but I have not personally been involved
- It has long standing relationships with many, but not all, major non profit organizations.
- I was unable to rate a 4 since the community impact model has just began. Although they have strong relationships with partners, they have not had the time, since changing models, to measure and/or report success.
- UW has many community partnerships with a variety of organizations, partner agencies, and local stakeholders.
- I believe we have done well in knowing our donors and investors, and are beginning to see jumps in our campaign because of it.
- We have invited traditional and non-traditional partners to submit letters of proposal and planning grant proposals for emergining community collaboratives. We hold bi-monthly informational sessions to train traditional and non-traditional partners on the community impact model.
- I believe we are in stage 4 and United Way is measuring the results, but I have not heard the results or even whther the measuring formulas are on point.
- partnership relations, personal experience
- United Way continues to develop strong relationships with diverse range of partners/community members and has established priority communtiy issues. Others look to Unite Way as a key player as United Way works collaboratiavely to achieve desired results.
- UWGLC has strong partnerships with other funders and has set the agenda for collaboration.

Standard 2.3: Resource Development and Mobilization

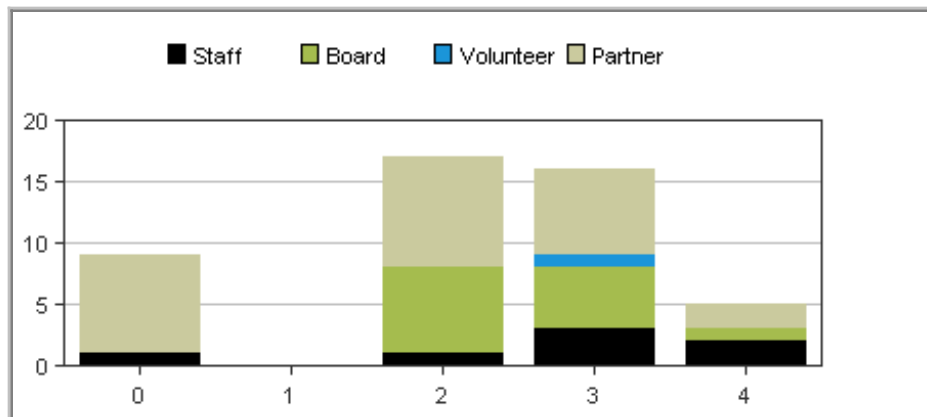
Response Chart

Possible Responses:	Don't Know	1	2	3	4	Total
Staff	1	0	1	3	2	7
Board	0	0	7	5	1	13
Volunteer	0	0	0	1	0	1
Community Partner	8	0	9	7	2	26
Total	9	0	17	16	5	47

Key:

1. United Way's resource development strategy consists primarily of a single, annual fundraising campaign and there are no plans to move beyond.
2. United Way has made a commitment to focus resource development activities on impact strategies and the achievement of desired outcomes for priority community issues. United Way is creating a resource development plan for financial resources that...
3. United Way is beginning to have success at attracting financial resources from multiple sources for priority community issues and strategies. United Way is tracking the aspirations of its key donors and utilizing that information in segmenting its...
4. United Way's resource development efforts are an integrated part of an overall community resource development plan for priority issues. All partners are contributing to these efforts to develop and attract the resources needed to implement impact...

Response by Role



Comments

- I am not involved in the Donor/Fundraising part of UA.
- I see us at about two years at stage 2.
- moving this direction, still early in the process and can't just "let go" of the annual campaign, so not sure about the bandwidth needed to do this. New staff has energy!
- this is in process
- We have plans to do more segmenting and to expand RD plan to attract non-financial resources. Plan will be finalized as community collaboratives become formal.
- partnership relations, personal experience
- United Way has taken the aspirations of its key donors to inform its approaches to segment its markets and implement impact strategies. This allows United Way to reach larger/diverse community groups.
- We are ramping up efforts to attract non-financial resources and will see much change in the coming year.
- Partnership with HandsOn Northeast Ohio a plus. Foundation grants and support also an asset.

Standard 2.4: Implementation and Action

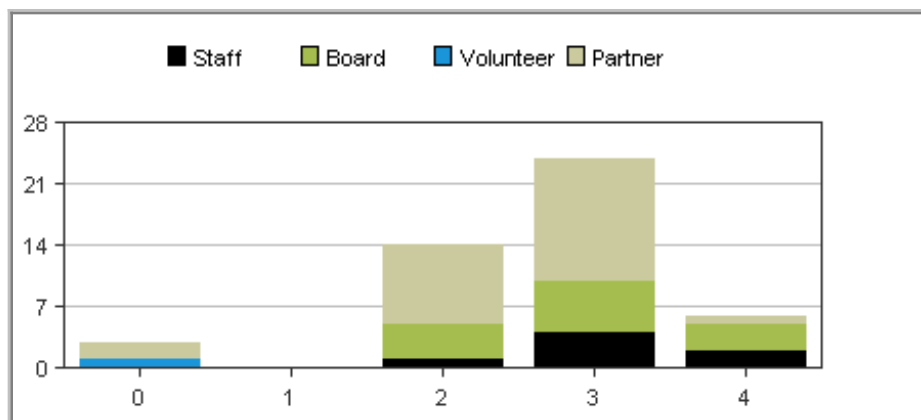
Response Chart

Possible Responses:	Don't Know	1	2	3	4	Total
Staff	0	0	1	4	2	7
Board	0	0	4	6	3	13
Volunteer	1	0	0	0	0	1
Community Partner	2	0	9	14	1	26
Total	3	0	14	24	6	47

Key:

1. United Way's resources are invested according to historical patterns and not aligned with a community plan for impacting priority issues. The primary strategy for achieving impact on issues is through the work of health and human service...
2. United Way is analyzing its financial investments and beginning to align them with strategies to achieve impact on priority issues. United Way recognizes that a wide variety of strategies -- beyond simply funding agencies, programs and services --...
3. United Way is beginning to implement the multiple strategies for which it has accepted responsibility and is measuring progress. United Way has realigned its financial investment model from one based on meeting agency needs to one based on...
4. United Way and its partners are implementing a wide range of strategies intended to achieve the desired results on selected priority community issues. All strategies are aligned with the community plan and include, when appropriate, research,...

Response by Role



Comments

- moving this way
- United Way has done a good job of communicating its change in funding direction.
- working on the collaboratives but still think it focuses mostly on funding
- Per collaborations directly with UW as well as information from other community partners.
- I only rated this a 3 and not a 4, again , because they have not had the time to have the collaboratives produce results.
- UW and partner agencies are at the beginning stages of achieving step 4.
- partnership relations, personal experience
- have interacted with agencies that have been encouraged by United Way to create sustainable models for greater impact
- United Way is implementing multiple strategies realigning its financial investment model to one of achieving community impact on priority community issues. It is seeking the development of collaborations among community partners.
- We will complete the transition to our new strategy within 18 months but expect to make major strides over the next 6 - 9 months.
- Everything is in place to be a 4 on the scale. The next step is to actually have collaboratives in place with measures to report.
- I believe we are in stage 4 but do we have measurement data to properly evaluate the impact?
- UWGLC community impact agenda and plan are aligned.

Standard 2.5: Measure, Evaluate and Communicate Results

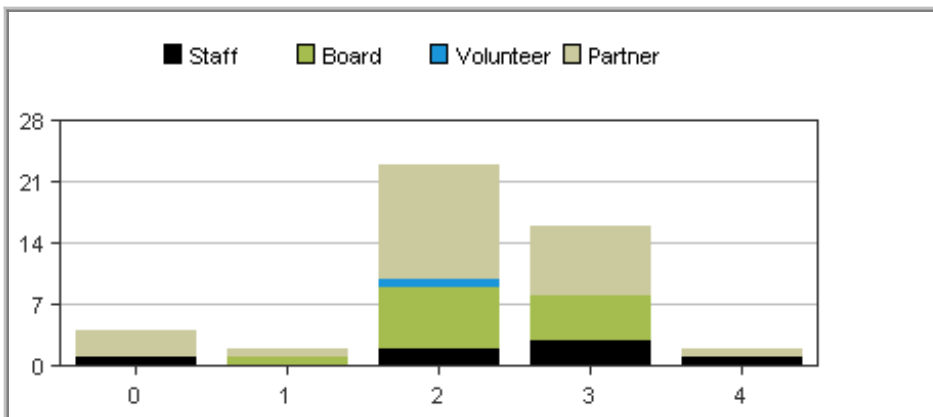
Response Chart

Possible Responses:	Don't Know	1	2	3	4	Total
Staff	1	0	2	3	1	7
Board	0	1	7	5	0	13
Volunteer	0	0	1	0	0	1
Community Partner	3	1	13	8	1	26
Total	4	2	23	16	2	47

Key:

1. United Way does not currently utilize program outcome measurement to assess the effectiveness of the programs it funds.
2. United Way has made a formal commitment to identify and measure the program outcomes/ results achieved for its activities and investments. United Way provides the necessary training for its staff and partners to identify and measure program...
3. United Way collects and analyzes program outcome data from its partners, investments and activities. United Way has formally committed to help identify and measure community outcomes for priority community issues. United Way provides the...
4. United Way utilizes program outcome data in evaluating strategies and making investment decisions. United Way and its partners have identified the results they seek to achieve on priority community issues and are actively tracking and measuring...

Response by Role



Comments

- I have not seen evaluations of outcomes so I believe we are in stage 2.
- Per collaborations directly with UW as well as information from other community partners.
- There are a variety of items in this description. Although I rated a 2, training has not yet been provided for partners to identify and measure program outcomes. But again, they may not be there this early in the game.
- partnership relations, personal experience
- The old partner agency model was very focused on outputs vs. outcomes in the CI model. Our transition is based on achieving, measuring and reporting outcomes instead of outputs, but it has taken us some time to actually collect that data. Having this data built into the emerging community collaboratives will be a huge boost.
- Meetings with United Way clearly emphasize evaluation.
- United Way analyzes program outcome data and provides training to assist partners and others to understand how to identify and measure community outcomes.
- We are developing plans to measure and communicate our results. We will need training on this!
- UWGLC transitioning to collective impact with focus on community-level results.

Standard 3.1: Relationship-Oriented Culture

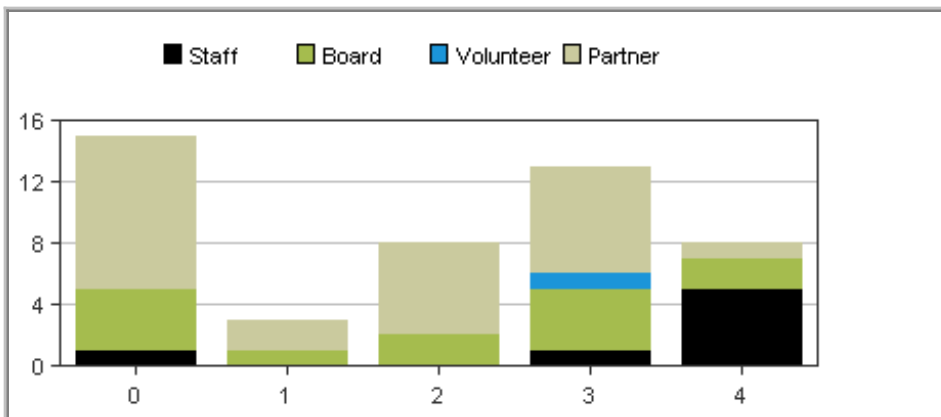
Response Chart

Possible Responses:	Don't Know	1	2	3	4	Total
Staff	1	0	0	1	5	7
Board	4	1	2	4	2	13
Volunteer	0	0	0	1	0	1
Community Partner	10	2	6	7	1	26
Total	15	3	8	13	8	47

Key:

1. United Way's interactions with current donors/investors and partners are generally financial transactions and not efforts to build long-term relationships.
2. United Way has developed an integrated plan for building relationships and has designated a "relationship champion", someone to lead the culture shift inside United Way. United Way has taken some initial steps to develop information, including...
3. United Way is implementing its integrated plan for building relationships, which is supported by expanded resources (information, training, tools). Relationship management is built into performance metrics.
4. United Way has transformed to a relationship-oriented culture which is fully supported throughout the organization, including both staff and volunteers. Everyone has access to information, training and tools and is accountable for building key...

Response by Role



Comments

- I don't know what internal plan they have or if they have developed a performance metrics.
- not familiar with any of these initiatives of UW
- I am unfamiliar with the internal workings of UA. They appear extremely relationship oriented.
- Per collaborations directly with UW as well as information from other community partners.
- partnership relations, personal experience
- Not certain
- Not all non-profits understand that the organization now wants to be a knowledge resource as well as a financial resource.
- Every day we work to eliminate silos and become more transparent.

Standard 3.2: Market Intelligence

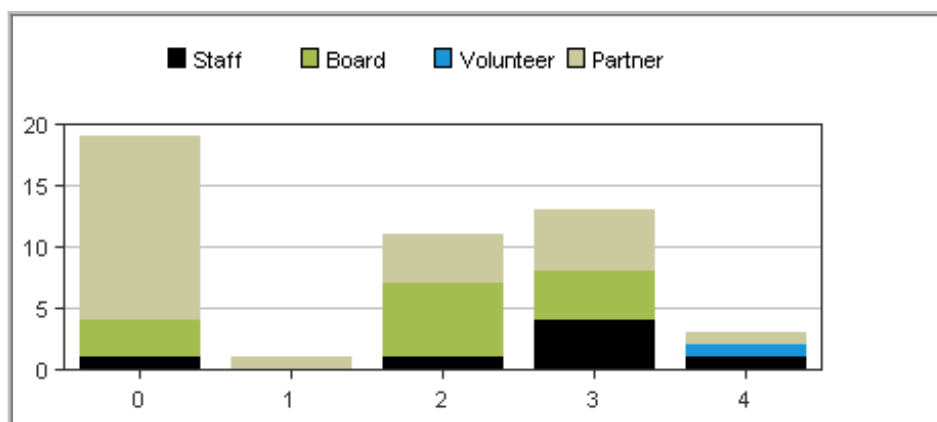
Response Chart

Possible Responses:	Don't Know	1	2	3	4	Total
Staff	1	0	1	4	1	7
Board	3	0	6	4	0	13
Volunteer	0	0	0	0	1	1
Community Partner	15	1	4	5	1	26
Total	19	1	11	13	3	47

Key:

1. United Way does not collect, analyze and use critical information about market and target audiences. It does not have sufficient information to effectively respond to market trends and customer requirements.
2. United Way has started collecting, analyzing and using basic information about current donor/investors, including their names, contact information and interests. United Way occasionally researches market trends, and the activities of partners and...
3. United Way systematically gathers, analyzes and uses information on market trends, partners and competitors. United Way continues to expand information and analysis on current and prospective donor/investors, supported by appropriate technology.
4. United Way keeps abreast of market trends and partner and competitor activities. United Way has data collection, analysis and data management practices and systems that enable it to maintain a 360-degree view of current and prospective...

Response by Role



Comments

- not familiar with any of these initiatives of UW
- I am unfamiliar with the internal workings of UA.
- UW overlap in geographic areas can be very confusing. Need to record donor gifts with the UW specified by donor not by where they work
- I am unsure of their formal procedures but the staff articulate these items in meetings and when speaking with them.
- partnership relations, personal experience

Standard 3.3: Segmentation and Prioritization

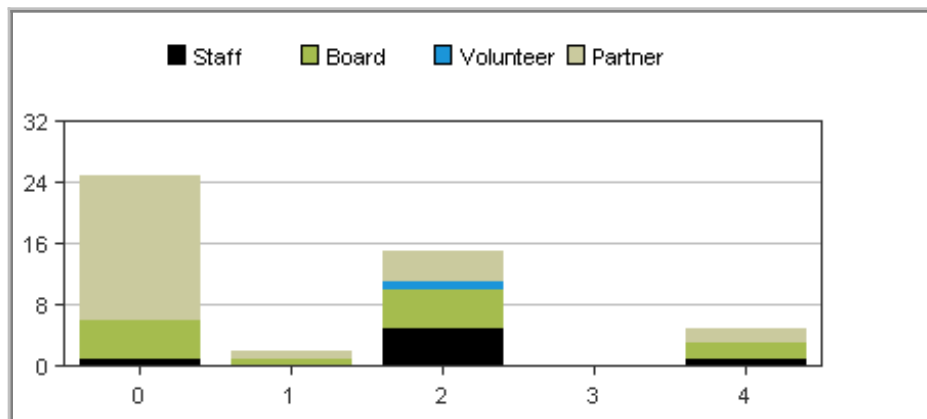
Response Chart

Possible Responses:	Don't Know	1	2	3	4	Total
Staff	1	0	5	0	1	7
Board	5	1	5	0	2	13
Volunteer	0	0	1	0	0	1
Community Partner	19	1	4	0	2	26
Total	25	2	15	0	5	47

Key:

1. United Way treats all customer segments and partners the same without prioritization based on value/potential to the organization.
2. United Way has taken first steps toward prioritization of donors/investors and partners. Marketing and relationship efforts are focused on the active community investors (people who invest \$500 per year in local charities and are active in local...
3. United Way has assessed "lifetime value" (the projected revenues expected over a lifetime) of actual and potential donors/investors and activities, and is using this analysis for segmentation and prioritization.
4. United Way has aligned resources and marketing efforts with those donor/investors and partners of highest value.

Response by Role



Comments

- not familiar with any of these initiatives of UW
- I am unfamiliar with the internal workings of UA. They appear to prioritize customers based on the amount of impact that can be made in the community.
- I know that a targeting strategy has been developed.
- I only rated this a 3 because I am unsure if they have assessed the lifetime value of donors/activities.

Standard 3.4: Active Cultivation

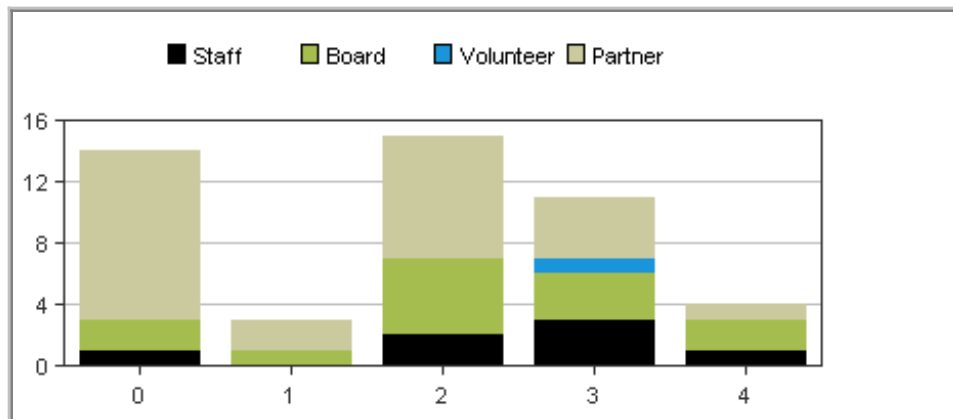
Response Chart

Possible Responses:	Don't Know	1	2	3	4	Total
Staff	1	0	2	3	1	7
Board	2	1	5	3	2	13
Volunteer	0	0	0	1	0	1
Community Partner	11	2	8	4	1	26
Total	14	3	15	11	4	47

Key:

1. United Way engages its target audiences sporadically or almost exclusively during annual campaign.
2. United Way occasionally engages target audiences beyond the annual campaign and has developed a plan for year-round communications and activities.
3. United Way has fully implemented a plan to engage its target audiences in year-round activities.
4. United Way has improved retention (loyalty) and value (dollars and time) of current donors/investors and has improved conversion of prospects to customers.

Response by Role



Comments

- I am unfamiliar with the internal workings of UA. However UA is present in multiple parts of the community.
- UWay has periodic meetings of core constituencies.
- I have not seen the written plan so I can not say if they have fully implemented it.
- not familiar with any of these initiatives of UW. UW has not communicated its communication strategy
- The fruit of our labor is only now beginning to ripen.
- e-newsletter and social media communications, special events, new volunteer connection center

Standard 3.5: Unique, Positive Brand Experience

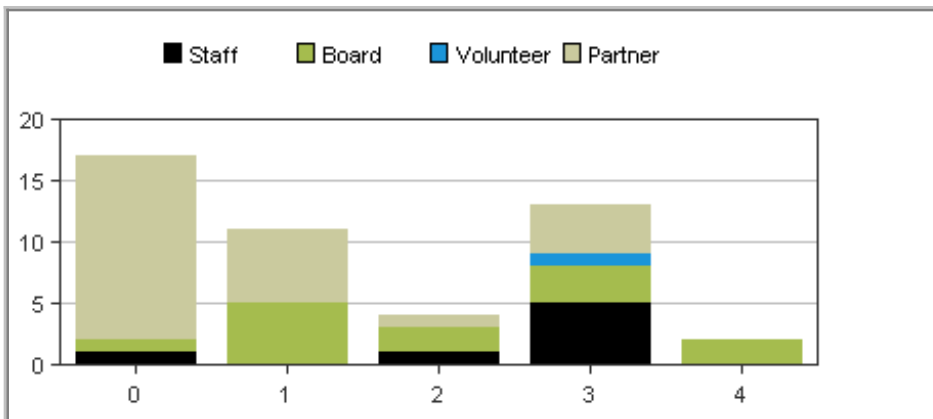
Response Chart

Possible Responses:	Don't Know	1	2	3	4	Total
Staff	1	0	1	5	0	7
Board	1	5	2	3	2	13
Volunteer	0	0	0	1	0	1
Community Partner	15	6	1	4	0	26
Total	17	11	4	13	2	47

Key:

1. The experience of most donors/investors with United Way is within the framework of the annual campaign.
2. United Way is collecting information from existing and potential active community investors (people who invest \$500 per year in local charities and are active in local community work) about what is important to them. United Way has developed a...
3. United Way has implemented a plan to communicate and engage donors/investors and key partners.
4. United Way metrics show that it leads its market in delivering on results and has achieved high levels of satisfaction/commitment by individual donors/investors and key partners.

Response by Role



Comments

- I don't know if there is a plan but I do know they engage donors/investors and key partners in several ways.
- I am unfamiliar with the internal workings of UA.
- UW communications are sporadic and generally targeted toward annual campaign supports. Newspaper ads do not connect with mission
- Our positive branding is being recognized and we3 are having a loyal following.

Standard 3.6: Prominent Stature and Reputation

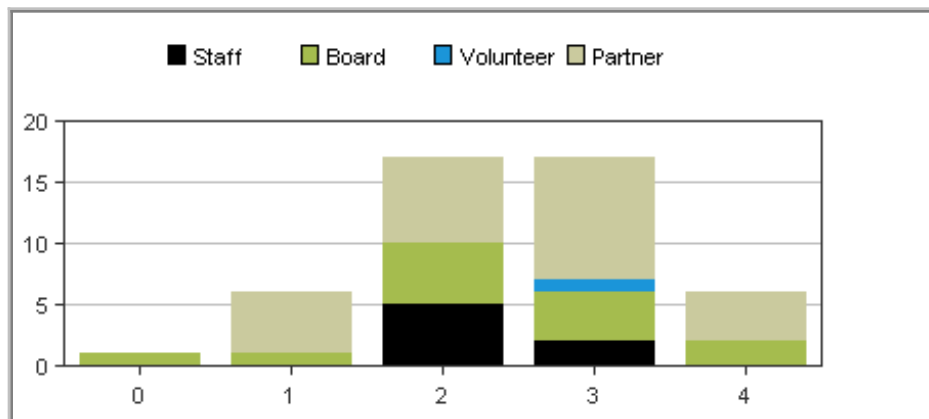
Response Chart

Possible Responses:	Don't Know	1	2	3	4	Total
Staff	0	0	5	2	0	7
Board	1	1	5	4	2	13
Volunteer	0	0	0	1	0	1
Community Partner	0	5	7	10	4	26
Total	1	6	17	17	6	47

Key:

1. United Way is not prominently positioned with opinion leaders, media or the general public as a leader on important community issues.
2. United Way’s CEO, staff leaders and/or key board members are visible spokespeople for selected priority issues.
3. United Way engages in media outreach. United Way’s CEO, staff leaders and key board members aggressively and systematically seek opportunities to “give voice” to community issues. United Way has identified and monitors measures of trust,...
4. United Way is widely recognized as a leader on selected priority issues. United Way continually monitors and set goals to improve trust, favorability, and reputation, which are among the highest in the non-profit sector.

Response by Role



Comments

- I do not believe that UWay is yet recognized as a "go to" source for information.
- UW is in a period of re-earning community trust, due to prior management and trust issues.
- We are just beginning to be seen as issue advocates and this is an area of growth for us.
- We're very close to a 3 but we're not actively monitoring measures of trust, favorability and reputation (we have other measures that are most likely related to these three measures but we're not monitoring them directly).
- UW and its staff seem to be well respected within the community and thought of as providing a valuable service to the community.
- partnership relations, personal experience
- United Way CEO, staff and board members actively engage in and give voice to compunity issues. The community often looks to United Way as a leader on some issues.
- I believe that
- Per collaborations directly with UW as well as information from other community partners.

Standard 4.1: Mission

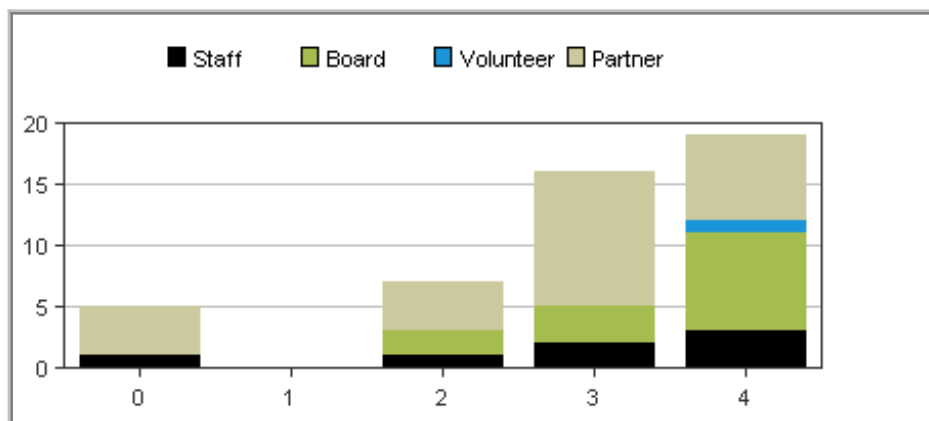
Response Chart

Possible Responses:	Don't Know	1	2	3	4	Total
Staff	1	0	1	2	3	7
Board	0	0	2	3	8	13
Volunteer	0	0	0	0	1	1
Community Partner	4	0	4	11	7	26
Total	5	0	7	16	19	47

Key:

1. United Way's stated mission is not consistent with the United Way system mission.
2. United Way's stated mission is consistent with the United Way system mission. United Way's mission is featured in some of the United Way's communications and materials. Staff and board members can articulate the mission and understand their role...
3. United Way's mission is featured in most of its communications and materials. United Way makes decisions regarding the opportunities it pursues and activities it undertakes based on its mission. Staff and board members act as spokespeople for the...
4. United Way's mission is prominently featured in all of its communications and materials. United Way makes decisions based on the mission and has eliminated or restructured non-mission critical activities. Staff and board members are effective...

Response by Role



Comments

- partnership relations, personal experience
- UW needs to work harder to make the community aware of how it has changed its mission and connect this with supporters, as well as manage expectations of grantees. to many, UW is a closed system, few board members are not champions or vocal ambassadors
- We're not quite to a 4 yet. The mission is not prominent in all of our communications and some still identify with the old model.
- It is a fact.
- United Way features its mission throughout its communications (oral and written) and it is evident that decisions are made with the stated mission in mind.

Standard 4.2: Staff and Volunteer Leadership

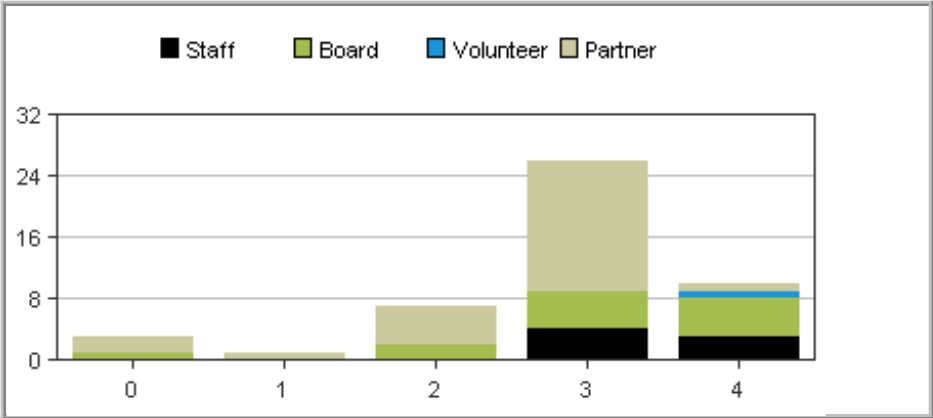
Response Chart

Possible Responses:	Don't Know	1	2	3	4	Total
Staff	0	0	0	4	3	7
Board	1	0	2	5	5	13
Volunteer	0	0	0	0	1	1
Community Partner	2	1	5	17	1	26
Total	3	1	7	26	10	47

Key:

1. United Way’s CEO and volunteer leaders have yet to demonstrate the desire and commitment to move the organization to accomplish the community impact mission.
2. United Way’s CEO and volunteer leaders demonstrate commitment to the community impact mission and establish positive relationships to further the mission, but are not yet prominently positioned or visibly engaged in community issues.
3. United Way’s CEO and volunteer leaders provide direction and goals for United Way’s involvement in community issues. United Way’s CEO and volunteers participate in implementing community impact strategies, including securing necessary resources...
4. United Way’s CEO and volunteer leaders model United Way’s values, lead the development of relationships and resources, and hold themselves accountable for achieving community impact goals. United Way’s CEO and volunteer leaders align...

Response by Role



Comments

- I don't know any volunteers for UW. UW is not perceived as a volunteer organization
- Per collaborations directly with UW CEO and other volunteer leaders as well as information from other community partners.
- partnership relations, personal experience
- Again, I know that they have been working with groups on the collaboratives but think the issues were chosen by UW, not the community
- We have made major strides in this area and now have a clear vision that aligns the impact agenda with everything the Board accomplishes.
- Believe it.
- United Way's CEO and leaders actively seek relationships/resources with the community impact goals at the forefront, It is evident in their actions and presentations that they hold themselves accountable for the achievement of successful results.
- Board lead the effort to tie future resources to six target outcomes.

Standard 4.3: Governance

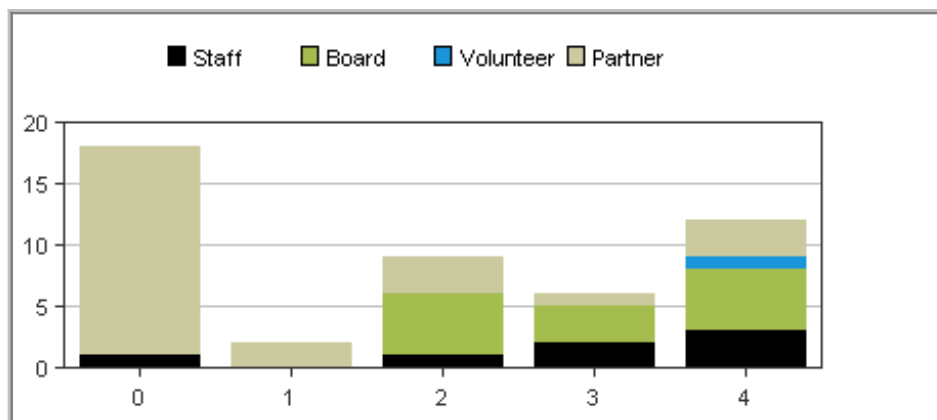
Response Chart

Possible Responses:	Don't Know	1	2	3	4	Total
Staff	1	0	1	2	3	7
Board	0	0	5	3	5	13
Volunteer	0	0	0	0	1	1
Community Partner	17	2	3	1	3	26
Total	18	2	9	6	12	47

Key:

1. United Way fulfills some applicable local, state and federal legal requirements for non-profit governance. United Way has a group of volunteers who are charged with the governance of the organization. The structure, composition, function, roles,...
2. United Way fulfills applicable local, state and federal legal requirements for non-profit governance. United Way is in full compliance with United Way of America's membership standards. United Way's board oversees the CEO's performance and...
3. The United Way board has identified governance practices it would like to strengthen and has articulated a plan for addressing them. United Way is evaluating its board structure, composition, functions, roles, and responsibilities in order to...
4. United Way's board culture is marked by a balance between fiduciary and strategic responsibilities. On a regular basis, United Way's board conducts a board assessment. Governance practices that receive less than satisfactory ratings are addressed...

Response by Role



Comments

- I am unaware of what the board's plan is. This is something I would not know.
- I am unfamiliar with the internal workings of UA.
- To my knowledge our local UW has achieved Step 2 but that may not be a fair evaluation as they may have accomplished more in line with Step 3 or even Step 4.
- not sure all board members are fully behind the impact model or at least the areas chosen, leaves out some HW orgs and with the other funding in the community that may leave a gap in services
- Board evaluations are being completed shortly, and from this, we will redefine appropriate strategies.
- I believe that is so.

Standard 4.4: Strategic and Business Planning

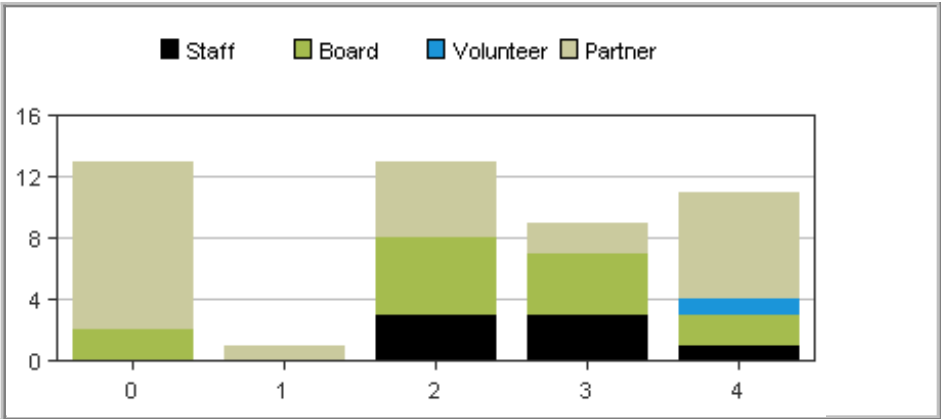
Response Chart

Possible Responses:	Don't Know	1	2	3	4	Total
Staff	0	0	3	3	1	7
Board	2	0	5	4	2	13
Volunteer	0	0	0	0	1	1
Community Partner	11	1	5	2	7	26
Total	13	1	13	9	11	47

Key:

1. United Way has yet to develop a strategic plan that reflects explicit decisions regarding community issues it will address, customer segments it will target, and resources and operational capabilities needed.
2. United Way has a strategic plan that is comprised of short-term and long-term goals and explicit strategies that reflect decisions based on data and analysis. The strategic plan has sufficient buy-in from staff, volunteers, donors/investors, and...
3. United Way develops an annual business plan that is based on the strategic plan and includes marketing, financial and operational plans. United Way monitors implementation and reviews benchmarks and indicators of progress annually.
4. United Way has an up-to-date strategic plan that drives the development of annual business plans. Staff work plans are based on the business plan. United Way monitors implementation and reviews benchmarks and indicators, or progress, at least...

Response by Role



Comments

- I have not seen the actual business plan. What I do know is that the CEO and staff are very goal oriented. You can see they all work toward the same goals. This would lead me to believe they have a up-to-date- plan that they work from.
- not aware of nor communicated by UW
- I am unfamiliar with the internal workings of UA.
- I believe the plan is a work in progress.
- Per collaborations directly with UW as well as information from other community partners.
- partnership relations, personal experience
- Our local UW adheres to good business practices and strategic planning.
- This is a "3" only because we are about to review and update the strategic plan. Staff work plans are based on the current strategic plan and benchmarks and indicators are measured monthly.

Standard 4.5: Alignment

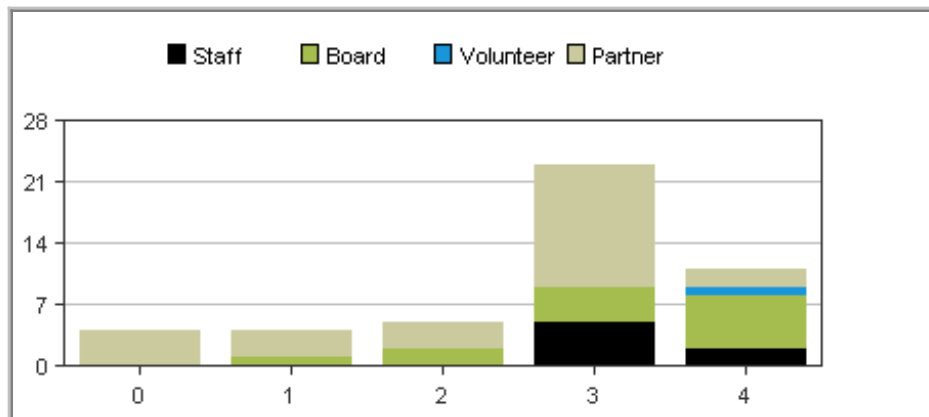
Response Chart

Possible Responses:	Don't Know	1	2	3	4	Total
Staff	0	0	0	5	2	7
Board	0	1	2	4	6	13
Volunteer	0	0	0	0	1	1
Community Partner	4	3	3	14	2	26
Total	4	4	5	23	11	47

Key:

1. United Way’s functional areas, systems, skills, staff, volunteers, structure, culture, and investments collectively support a resource development/fund allocation business model.
2. United Way has begun to identify how functional areas, systems, skills, staff, volunteers, structure, culture, and investments will need to align to support the community impact business model. Staff and volunteers demonstrate a general...
3. United Way has begun to align itself to deliver on the community impact mission. Departmental and individual work plans align with the organization’s goals and clear accountability mechanisms exist. Staff and volunteers have opportunities to...
4. United Way’s functional areas, systems, structure, culture and investments collectively support the community impact mission. Staff and volunteers share critical responsibilities and collectively demonstrate competencies required to achieve the...

Response by Role



Comments

- I am unfamiliar with the internal workings of UA.
- not aware of this is current situation
- Per collaborations directly with UW as well as information from other community partners.
- seems the staff is aligned to a common purpose beyond annual campaign!
- partnership relations, personal experience
- We recently added a CI associate to help. The rest of the staff shares responsibilities.

Standard 4.6: Organizational Learning and Talent Development

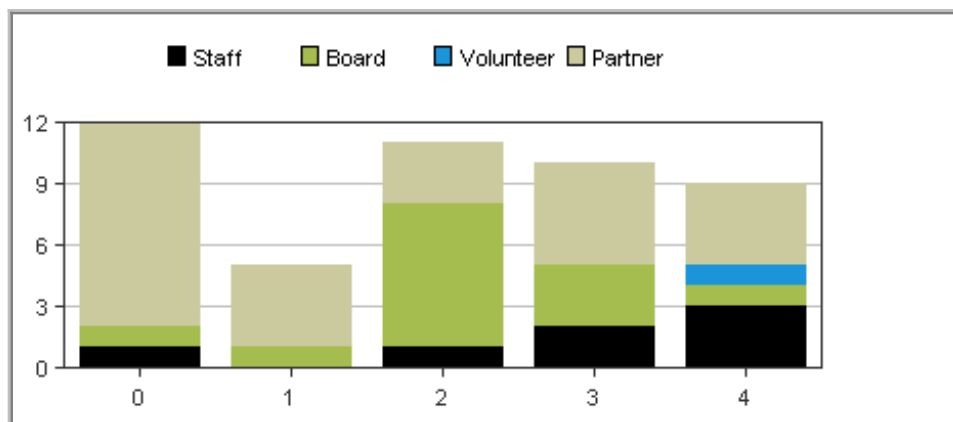
Response Chart

Possible Responses:	Don't Know	1	2	3	4	Total
Staff	1	0	1	2	3	7
Board	1	1	7	3	1	13
Volunteer	0	0	0	0	1	1
Community Partner	10	4	3	5	4	26
Total	12	5	11	10	9	47

Key:

1. United Way skills and competencies generally support a resource development/fund allocation business model. Little attention is paid to integrating new ideas, behaviors and practices, or to identifying gaps in organizational competencies.
2. United Way demonstrates improvement in effectiveness or efficiency of organizational activities through evaluation, feedback, identification of lessons learned, and adoption and exchange of best practices. Individual staff have opportunities for...
3. United Way has developed a learning strategy linked to the business strategy, supported by dedicated staff and financial resources and/or relationships with vendors and other organizations. Individual staff and volunteers, including leaders, have...
4. United Way has a culture, processes and infrastructure that enable learning and continuous improvement. United Way measures the impact of learning on individual and organizational performance. Individuals regularly assess their development needs...

Response by Role



Comments

- I am unfamiliar with the internal workings of UA.
- perspective from outside
- I don't see us past 2.
- Our local UW is on this track and perhaps checking Step 3 would be more accurate but I do not know enough of their internal workings to make that determination.
- partnership relations, personal experience
- I believe this is one of our greatest strengths. While our agency is small enough that succession planning must be minimal, staff growth is a clear priority and resources are placed behind it.

Standard 4.7: Inclusiveness

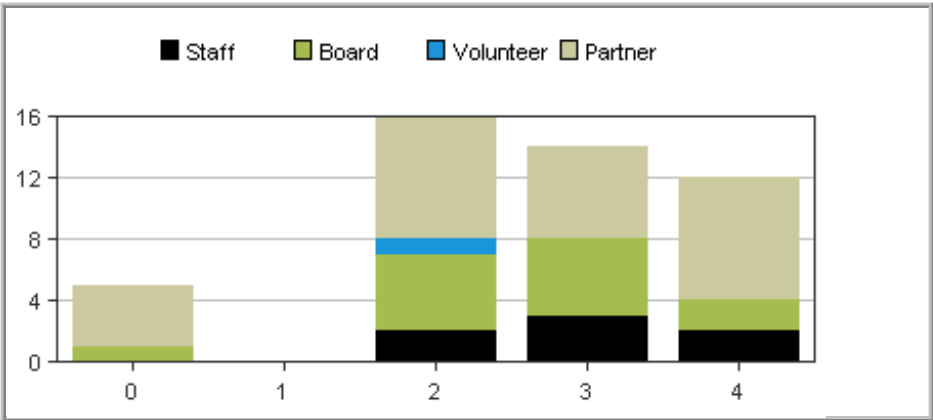
Response Chart

Possible Responses:	Don't Know	1	2	3	4	Total
Staff	0	0	2	3	2	7
Board	1	0	5	5	2	13
Volunteer	0	0	1	0	0	1
Community Partner	4	0	8	6	8	26
Total	5	0	16	14	12	47

Key:

1. United Way’s staff, volunteers, supporters, donor/investors, and community partners do not reflect and include the diverse communities that it serves.
2. United Way’s staff and volunteers represent the diversity of the communities it serves. Staff and volunteers are committed and accountable for establishing an environment in which individual differences are recognized, respected, valued, and...
3. United Way has a diversity plan and outreach strategy for developing new donor/investors and community partners to reflect the composition of the community. The organization’s communications, policies, and actual practices (internal and external)...
4. Those who work for, or on behalf of, United Way collectively reflect the diversity of the community and exemplify the value of inclusiveness in mindset and behavior. United Way promotes and provides learning opportunities for staff, volunteers and...

Response by Role



Comments

- I believe there is a strong organizational value and commitment to inclusiveness, do not know actual plans, outreach or levels of representation. (Question wording somewhat limiting)
- Per collaborations directly with UW as well as information from other community partners.
- I only rated this a 2, not a 3 because I have not seen the diversity plan and outreach strategy.
- partnership relations, personal experience
- Policies and procedures definitely reflect diversity and we are working to assure that our investments are inclusive of diverse populations.
- It has been that way for multiple years.
- UW is very open to all causes and transparent with their decisions regarding funding.
- United Way's staff and partnerships reflect the diversity of the community it serves continuing to demonstrate inclusiveness in its partners and volunteers.
- Diversity and inclusion a top priority for staff and board.

Standard 4.8: System Citizenship

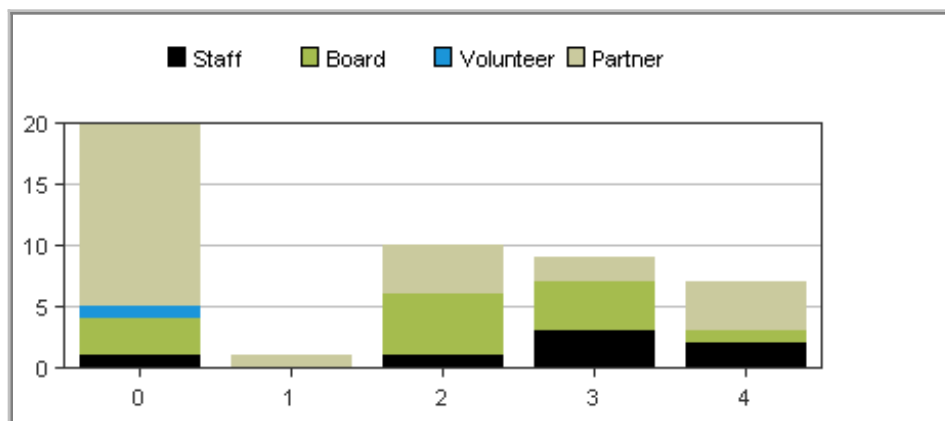
Response Chart

Possible Responses:	Don't Know	1	2	3	4	Total
Staff	1	0	1	3	2	7
Board	3	0	5	4	1	13
Volunteer	1	0	0	0	0	1
Community Partner	15	1	4	2	4	26
Total	20	1	10	9	7	47

Key:

1. United Way's relationships with other United Ways, state associations or UWA are strained by mistrust, recurring disputes or difficulty in complying with UWA membership requirements.
2. United Way is respected and perceived as trustworthy by other United Ways, state associations and UWA. United Way responds to requests for information and assistance.
3. United Way proactively shares information on volunteers, donors/investors, corporate partners, and others for the benefit of other United Ways and the system. United Way shares resources and coordinates with other United Ways on common issues...
4. United Way is actively engaged in partnerships, collaborations and initiatives with other United Ways, state associations and UWA.

Response by Role



Comments

- as I mentioned before, the UWs in the area seem to have a turf issue when it comes to who gets credit for donations
- I am unfamiliar with the internal workings of UA.
- I am only aware of the activities conducted with other United Way agencies when discussed at meetings. There may be more that I am unaware of.
- UW reputation is improving, and trust is being earned
- We greatly benefit from collaborating with other United Ways and actively seek ways to do so.
- That appears to be so.
- partnership relations, personal experience
- UWGLC heavily involved in state association and UWW. Strong partnership with UW Summit County. Working on other partnerships.
- Attendance at UWA annual events, relationship with state United Ways' board, attendance and presentations at state United Ways' events, shared resources with local United Ways, partner opportunities with local United Ways

Standard 5.1: Strategic Back Office

Response Chart

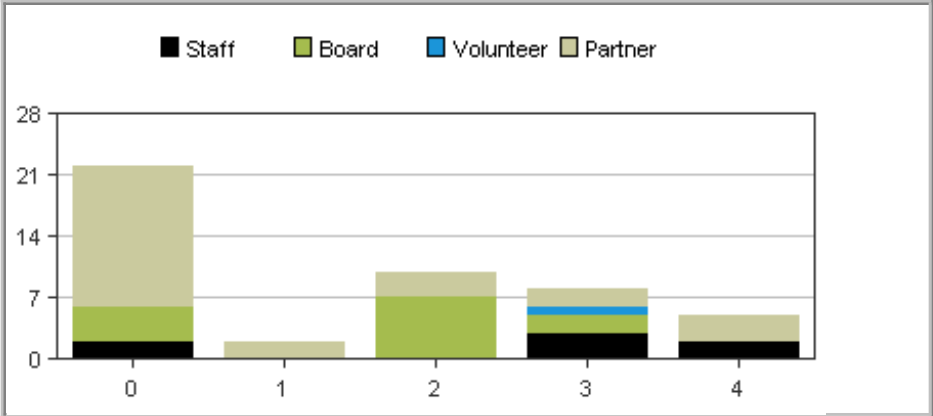
Possible Responses:	Don't Know	1	2	3	4	Total
Staff	2	0	0	3	2	7
Board	4	0	7	2	0	13
Volunteer	0	0	0	1	0	1
Community Partner	16	2	3	2	3	26
Total	22	2	10	8	5	47

Key:

1. United Way maintains limited support of all strategic back office activity in-house. United Way back office functions are designed to support a resource development/fund distribution business model: United Way has basic solutions to support Resource Development work such as solicitation, pledge/gift capture, processing & distribution, none of which are online.
2. United Way maintains support of all strategic back office activity in-house. United Way supports its community impact mission work through a limited number of additional strategic back office functions: United Way has a few solutions to support Community Engagement work such as volunteerism, charitable event management, or information & referral (I&R) United Way has a few solutions to support Impact Strategies work such as community agenda setting, issue research, investment distribution/reporting and outcomes measurement. United Way has a few solutions to support Resource Development & Mobilization work such as marketing & solicitation, pledge/gift capture, processing & distribution, donation tracking, and donor management, but the majority are not online. United Way has a system in place to support some of its Customer Relationship Management processes
3. United Way has begun to review qualified providers (internal or external) to provide strategic back office support. United Way supports its community impact mission work through an extensive set of strategic back office functions: United Way has several solutions to support Community Engagement work such as volunteerism, charitable event management, or information & referral (I&R) United Way has several solutions to support Impact Strategies work such as community agenda setting, issue research, investment distribution/reporting and outcomes measurement. United Way has several solutions to support Resource Development & Mobilization work such as marketing & solicitation, pledge/gift capture, processing & distribution, donation tracking, and donor management, but many are not online. United Way has a system in place to support many of its Customer Relationship Management processes
4. United Way regularly performs cost/benefit analyses to determine the most effective provision of strategic back office support and seeks/utilizes qualified providers (internal and external).United Way maximizes the effectiveness of its community impact mission work through the provision of comprehensive, quality and efficient strategic back-office functions: United Way has a full suite of solutions to support Community Engagement work such as

volunteerism, charitable event management, or information & referral (I&R) United Way has a full suite of solutions to support Impact Strategies work such as community agenda setting, issue research, investment distribution/reporting and outcomes measurement. United Way has a full suite of solutions to support Resource Development & Mobilization work, such as marketing & solicitation, pledge/gift capture, processing & distribution, donation tracking, and donor management, with the majority online. United Way has a dedicated system in place to support all of its Customer Relationship Management processes

Response by Role



Comments

- Our local UW is well respected within our community but I cannot comment due to lack of information regarding their national or regional relationships.
- I am unfamiliar with the internal workings of UA.
- Wow! This is a loaded description. I only rated this a 2, not 3 because there are many things they have done in #3, but I was not able to tell if they are doing everything.
- Diane Brehm named CFO of the Year by Crains, so that's a pretty solid indicator!
- Very sophisticated for a small shop.

Standard 5.2: Administrative Back Office

Response Chart

Possible Responses:	Don't Know	1	2	3	4	Total
Staff	1	0	0	4	2	7
Board	8	0	4	1	0	13
Volunteer	0	0	0	1	0	1
Community Partner	19	2	2	2	1	26
Total	28	2	6	8	3	47

Key:

1. United Way does not maximize the effectiveness of its administrative efforts. United Way maintains all administrative back office support in-house. United Way has no access to Human Resource expertise and minimal HR systems and policies. United Way does not utilize financial applications to support financial processes. United Way does not have basic and reliable technology applications and architecture. United Way does not engage in competitive bidding or bulk purchase activities.

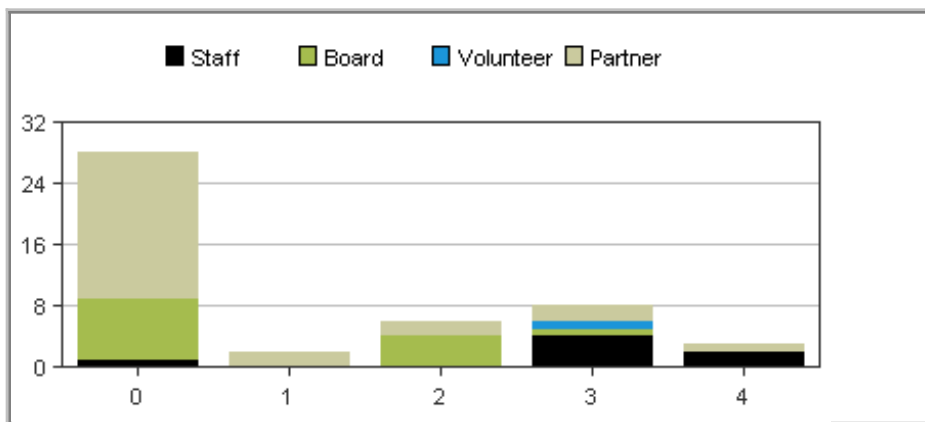
2. United Way supports its administrative work through a limited number of back office functions. United Way investigates/ considers use of qualified providers for limited administrative back office functions. Implementation typically transacted through internal/ United Way solutions. United Way has limited access to Human Resource expertise – either internal or external. United Way has basic HR systems, policies and programming. A Total Rewards System - that includes a combination of compensation, benefits, and work experience - is non-existent or in its infancy. United Way utilizes basic financial applications for some or most financial processes. Systems are not well-integrated. United Way has basic and reliable technology applications and architecture. Access is closed and/or systems are not fully integrated. Security is minimal. United Way has limited systems to support competitive bidding and bulk purchase activities. Only one or a few bulk purchase activities are pursued.

3. United Way supports its administrative work through an extensive set of back office functions. United Way investigates and utilizes qualified providers for a few administrative back office functions. Implementation transacted through a combination of internal and external solutions. United Way accesses ongoing Human Resource expertise either internally or externally. United Way has strong HR systems, policies and programming which include several of the following elements: recruitment and diversity, employee handbook, executive compensation reviews, a developed Total Rewards System, that includes a combination of compensation, benefits, and work experience. United Way leverages comprehensive financial applications for all finance processes. Systems integration is adequate. United Way leverages comprehensive technology applications and architecture. Systems are closely integrated. Security is adequate. Access may not be entirely open. United Way has adequate systems to support competitive bidding and bulk purchase activities. Multiple bulk purchase activities are

pursued.

4. United Way maximizes its effectiveness through the provision of comprehensive, quality and efficient administrative back-office functions. United Way regularly performs cost/benefit analyses to determine the most effective provision of administrative back office support. United Way investigates and utilizes qualified providers for full array of administrative back office services in order to achieve increased capabilities, scale savings, and consistency. United Way is the employer of choice in the non-profit sector. United Way retains regular Human Resource expertise and has fully developed HR administration and programming. United Way leverages leading-edge financial applications to provide comprehensive, integrated General Ledger, Accounts Payable, Accounts Receivable, Budgeting, and Financial Reporting functionality. United Way leverages leading-edge applications and architecture that support open access, integrated technology solutions, and high degrees of security and information. United Way develops and maintains systems that support all competitive bidding and bulk purchase activities including preferred vendor lists and non-profit pricing/discounts.

Response by Role



Comments

- The back office appears to run smoothly but I would not really know these things.
- I am unfamiliar with the internal workings of UA.

Standard 5.3: Cost Analysis

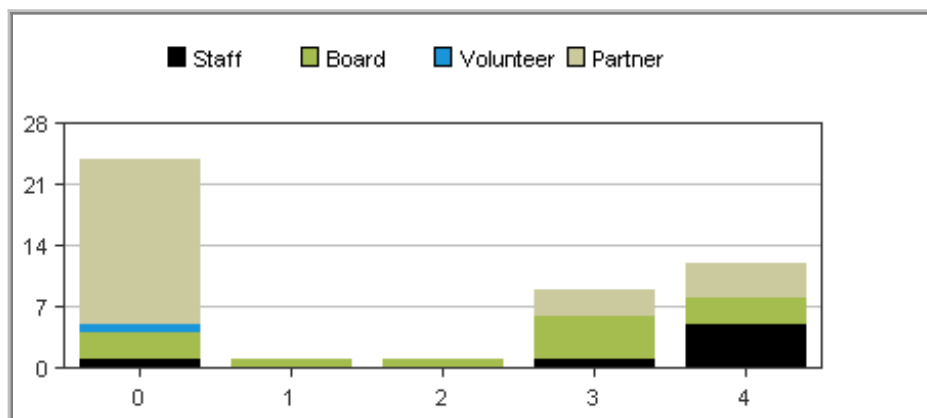
Response Chart

Possible Responses:	Don't Know	1	2	3	4	Total
Staff	1	0	0	1	5	7
Board	3	1	1	5	3	13
Volunteer	1	0	0	0	0	1
Community Partner	19	0	0	3	4	26
Total	24	1	1	9	12	47

Key:

1. United Way does not analyze its costs. United Way does not compare current performance against alternatives.
2. United Way occasionally performs cost analyses, and does not benchmark against other providers (e.g., other United Ways, shared approaches and external providers).
3. United Way periodically performs cost analyses with benchmarks against other providers (e.g., other United Ways, shared approaches and external providers). Cost analyses occur at the transaction level to determine the cost of specific activities. ...
4. United Way regularly performs cost analyses at a transaction level and benchmarks performance internally and externally. Cost analyses include indirect expenses of rent, utilities management, overhead, etc. Staff cost/benefit analyses occur to...

Response by Role



Comments

- I know Bill did this as he arrived and made changes to qualify for guidestar certification
- Again, I would not know this information as a community member.
- I am unfamiliar with the internal workings of UA.
- I haven't heard of anything even at the first level.
- Very well run and accountable.
- Family of measures include cost analysis.

Standard 5.4: Risk Management

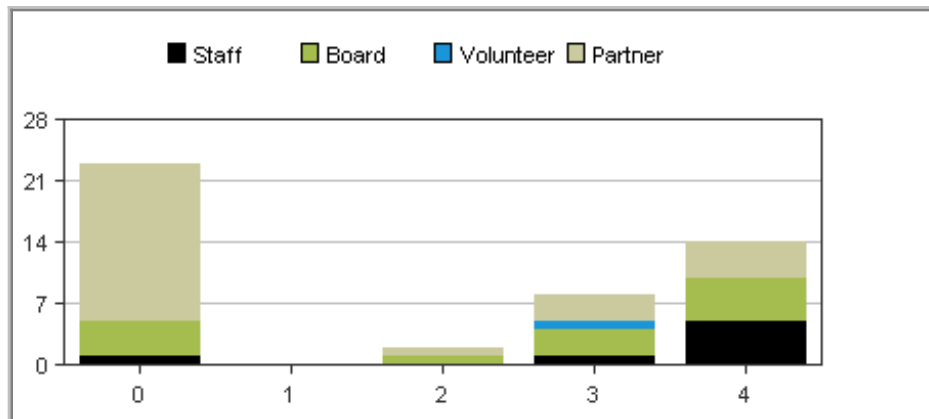
Response Chart

Possible Responses:	Don't Know	1	2	3	4	Total
Staff	1	0	0	1	5	7
Board	4	0	1	3	5	13
Volunteer	0	0	0	1	0	1
Community Partner	18	0	1	3	4	26
Total	23	0	2	8	14	47

Key:

1. United Way does not employ risk management techniques.
2. United Way employs basic risk management techniques in order to protect some of its assets (e.g., director and officer liability, worker's compensation, unemployment insurance). United Way rarely/never reviews and updates its policies and procedures.
3. United Way employs a collection of risk management techniques in order to protect the majority its assets. United Way occasionally reviews and updates its procedures.
4. United Way employs a multitude of risk management techniques in order to protect all assets (e.g., director and officer liability, worker's compensation, unemployment insurance, crime/fraud, general liability, content and personal property...

Response by Role



Comments

- Ditto
- I am unfamiliar with the internal workings of UA.
- I don't know that we have a media plan in place but we're more of a 4 than we are a 3.

Standard 5.5: Business Continuity

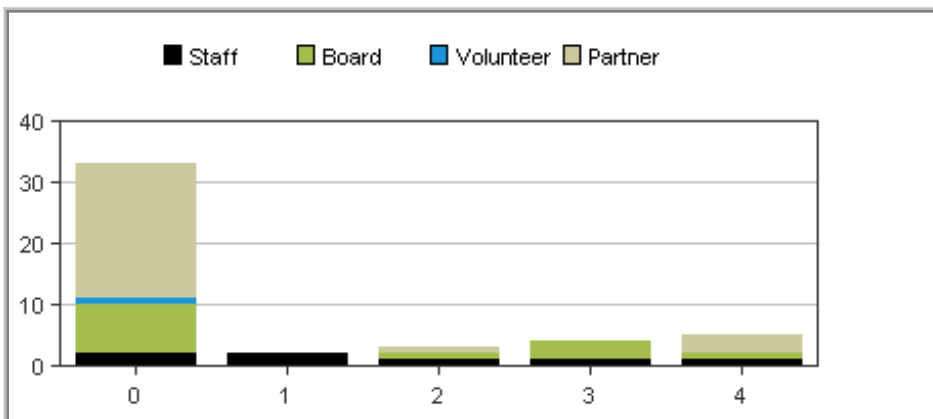
Response Chart

Possible Responses:	Don't Know	1	2	3	4	Total
Staff	2	2	1	1	1	7
Board	8	0	1	3	1	13
Volunteer	1	0	0	0	0	1
Community Partner	22	0	1	0	3	26
Total	33	2	3	4	5	47

Key:

1. United Way does not have a plan in place to address sudden crises.
2. United Way has some business continuity processes to ensure appropriate and timely internal actions following some major crises or disasters. These processes are informal and not well documented. They are known by a handful of staff and...
3. United Way has a simple written business continuity plan/outline to ensure appropriate and timely internal actions following major crises or disasters. United Way does not have specific contingency plans based on unexpected loss of key staff. ...
4. United Way has a comprehensive business continuity plan to ensure appropriate and timely internal actions following major crises, disasters or loss of key staff. United Way has a plan that denotes responsibilities by resource, along with back-up...

Response by Role



Comments

- Ditto
- I am unfamiliar with the internal workings of UA.

Standard 5.6: Facilities

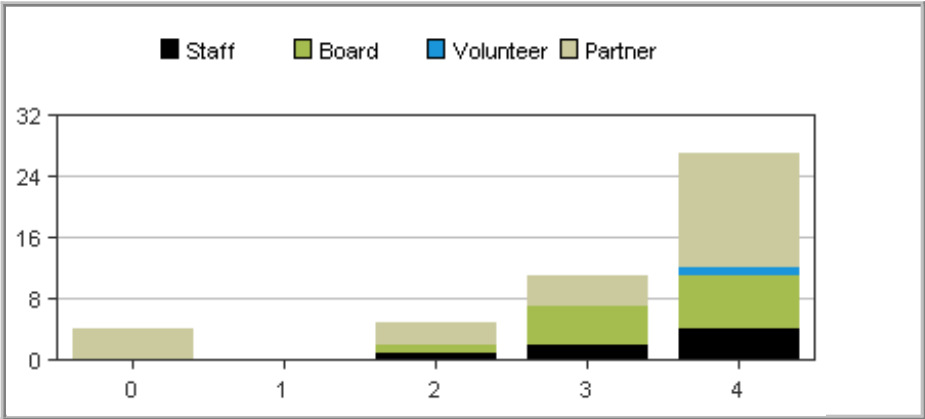
Response Chart

Possible Responses:	Don't Know	1	2	3	4	Total
Staff	0	0	1	2	4	7
Board	0	0	1	5	7	13
Volunteer	0	0	0	0	1	1
Community Partner	4	0	3	4	15	26
Total	4	0	5	11	27	47

Key:

1. United Way does not provide a physical environment that is expressive of the organization’s mission or a physical environment that maximizes productivity.
2. United Way provides a physical environment that does not run contrary to the organization’s mission. United Way’s facilities are neither conveniently located nor designed to maximize productivity (at minimum, ADA compliant).
3. United Way provides a physical environment that is supportive of the organization’s mission. United Way’s facilities are either conveniently located or designed to maximize productivity beyond ADA compliance (e.g., ergonomically supportive).
4. United Way provides a safe, welcoming physical environment that is accessible, practical, recognizable, and expressive of the organization’s mission.

Response by Role



Comments

- Never been to there office.
- partnership relations, personal experience
- United Way is located on a major thoroughfare, in an ADA facility. The environment is welcoming and safe.
- Conveniently located and ADA compliant, but not very recognizable or expressive from the outside.
- Nice, but not ostentatious, office.
- Per collaborations directly with UW.
- Offices could in a more visible location.

Standard 5.7: Financial Policies

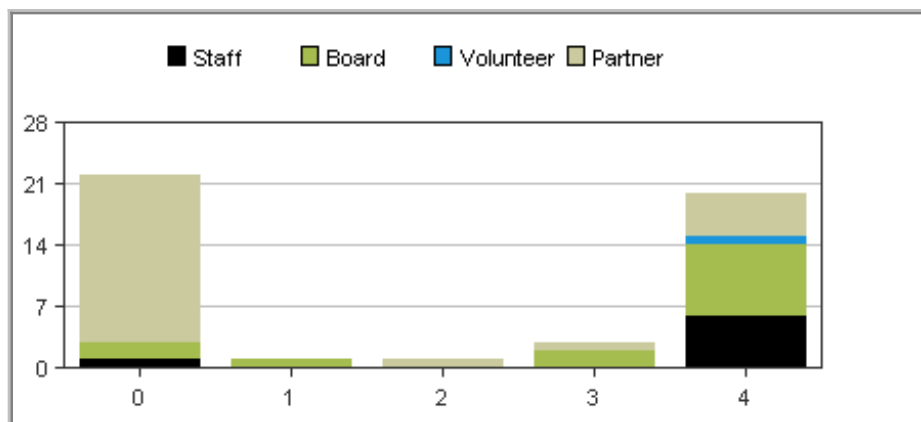
Response Chart

Possible Responses:	Don't Know	1	2	3	4	Total
Staff	1	0	0	0	6	7
Board	2	1	0	2	8	13
Volunteer	0	0	0	0	1	1
Community Partner	19	0	1	1	5	26
Total	22	1	1	3	20	47

Key:

1. United Way does not have written policies and procedures to ensure sound financial management (including internal controls), compliance with legal and regulatory requirements, and with UWA membership requirements.
2. United Way has written policies in place to ensure compliance with UWA membership requirements and legal and regulatory requirements. The United Way's finances are reported at least quarterly to the board.
3. United Way has written policies in place to ensure compliance with UWA membership requirements and legal and regulatory requirements. United Way has some, but not all, written policies to ensure proper financial management, internal controls and...
4. United Way has written policies in place to ensure compliance with UWA membership requirements and legal and regulatory requirements. United Way has written policies to ensure proper financial and resource management (including internal controls,...

Response by Role



Comments

- Ditto
- I am unfamiliar with the internal workings of UA.
- Since our UW is a well run organization I'm assuming Step 4 is accurate.

Standard 5.8: Internal Controls

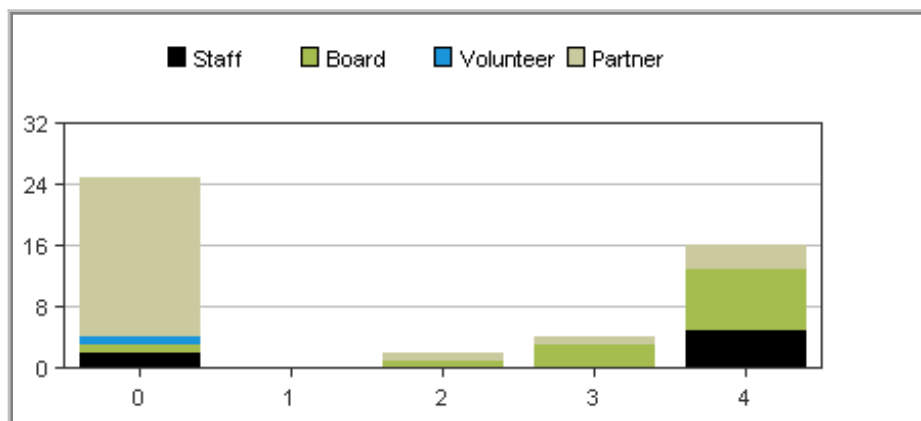
Response Chart

Possible Responses:	Don't Know	1	2	3	4	Total
Staff	2	0	0	0	5	7
Board	1	0	1	3	8	13
Volunteer	1	0	0	0	0	1
Community Partner	21	0	1	1	3	26
Total	25	0	2	4	16	47

Key:

1. United Way does not have effective internal controls, policies and procedures.
2. United Way has basic internal controls including separation of duties for all financial transactions and functions. Internal control policies and procedures are not regularly reviewed by United Way auditors or the audit committee of the United Way...
3. United Way employs appropriate separation of duties with internal control policies and procedures that are regularly reviewed by United Way auditors and the audit committee of the United Way board. Some policies and procedures are in place to...
4. United Way employs appropriate separation of duties with internal control policies and procedures that are regularly reviewed by United Way auditors and the audit committee of the United Way board. Other policies and procedures are in place to...

Response by Role



Comments

- I am unfamiliar with the internal workings of UA.
- As a member of the audit committee, I see us clearly at level 4

Standard 5.9: Sarbanes-Oxley Legislation (SOX)

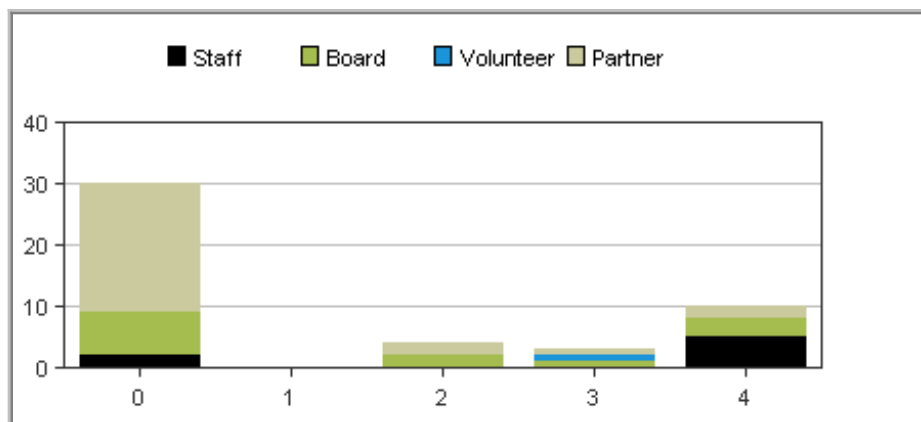
Response Chart

Possible Responses:	Don't Know	1	2	3	4	Total
Staff	2	0	0	0	5	7
Board	7	0	2	1	3	13
Volunteer	0	0	0	1	0	1
Community Partner	21	0	2	1	2	26
Total	30	0	4	3	10	47

Key:

1. United Way does not meet any Sarbanes-Oxley provisions, including those applicable to nonprofit corporations (policies addressing whistleblower protection and destruction of records; a whistleblower is an informant who exposes wrongdoing within an...
2. United Way has adopted a code of ethics. United Way has a policy in place to protect whistleblowers (a whistleblower is an informant who exposes wrongdoing within an organization in the hope of stopping it). United Way has a policy concerning both...
3. United Way has a policy in place to protect whistleblowers and a policy concerning both document and electronic data destruction and retention. United Way has adopted a code of ethics. United Way incorporates some, but not all, of the following...
4. United Way has a policy in place to protect whistleblowers and a policy concerning both document and electronic data destruction and retention. United Way has adopted a code of ethics. United Way incorporates the following governance practices:...

Response by Role



Comments

- I am unfamiliar with the internal workings of UA.

Standard 5.10: Public Reporting and Transparency

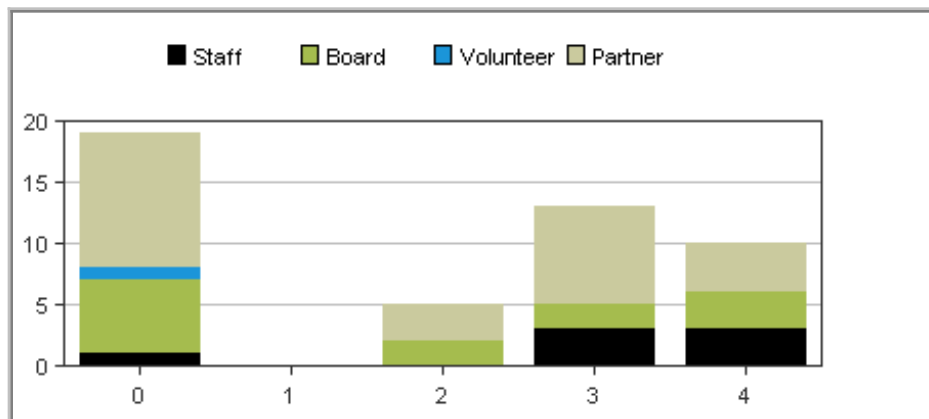
Response Chart

Possible Responses:	Don't Know	1	2	3	4	Total
Staff	1	0	0	3	3	7
Board	6	0	2	2	3	13
Volunteer	1	0	0	0	0	1
Community Partner	11	0	3	8	4	26
Total	19	0	5	13	10	47

Key:

1. United Way does not provide the public with basic documents about its activities and operations.
2. United Way provides legally mandated documents to the public upon request (e.g., IRS Form 990).
3. United Way provides public access to multiple documents about its activities and operations (e.g., IRS Form 990, audited financial statements, annual report). Public requests for information are fulfilled within 10 business days.
4. United Way widely and regularly disseminates documents to the media, stakeholders and the public-at-large with details about its operations and governance. These documents include, and are not limited to, the mission statement, annual report,...

Response by Role



Comments

- I am unfamiliar with the internal workings of UA.
- I rated this a 3, not 4, because I have not looked on the website for these documents.
- partnership relations, personal experience
- web site

Standard 5.11: Investment Policies

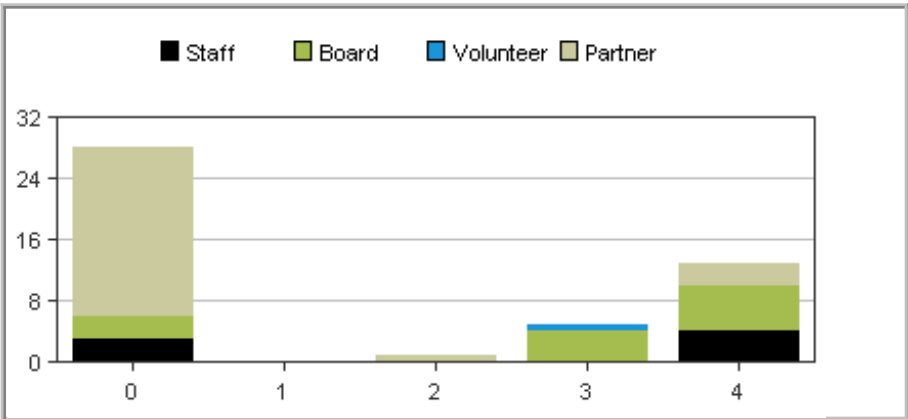
Response Chart

Possible Responses:	Don't Know	1	2	3	4	Total
Staff	3	0	0	0	4	7
Board	3	0	0	4	6	13
Volunteer	0	0	0	1	0	1
Community Partner	22	0	1	0	3	26
Total	28	0	1	5	13	47

Key:

1. United Way does not have investment policies.
2. United Way has board-approved investment policies that adhere to fundamental fiduciary duties. Policies do not include sufficient detail to address gifts of property or stocks, reserves, portfolio diversification, and endowment.
3. United Way has board-approved investment policies to ensure sound financial practices. The policies address some but not all of the following: gifts of property or stocks, reserves, portfolio diversification, and endowment.
4. United Way has board-approved investment policies to ensure sound financial practices. The policies address gifts of property or stocks, reserves, portfolio diversification, and endowment. Cash flow is understood to ensure proper management of...

Response by Role



Comments

- I am unfamiliar with the internal workings of UA.

