

Standards of Excellence Self-Assessment

United Way of Siouxland - Sioux City, IA

Standard 1.1: Knowledge of the Community

Response Chart

Possible Responses:	Don't Know	1.	2.	3.	4.	Total
Staff	0	0	0	4	1	5
Board	0	0	0	3	3	6
Volunteer	0	0	1	3	2	6
Community Partner	0	0	0	4	1	5
Total	0	0	1	14	7	22

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

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Comments

- Excellent understanding of community issues and partners. Engages all, as necessary, to achieve highest community impact.

Standard 1.2: Community Engagement and Mobilization

Response Chart

Possible Responses:	Don't Know	1.	2.	3.	4.	Total
Staff	0	0	0	2	3	5
Board	0	0	1	1	4	6
Volunteer	0	0	1	2	3	6
Community Partner	0	0	1	2	2	5
Total	0	0	3	7	12	22

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

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Comments

- United Way of Siouland has made great strides in focusing on community impact in how decisions are made and goals are set, as well as communications from United Way; however, I feel they could do more as far as encouraging more involvement and volunteerism in the community.
- I think our United Way is perceived as the organization to go to regarding community assessment and determining community need----if they don't have the information they know where it is.
- Takes the lead in several initiatives utilizing appropriate partners.

Standard 1.3: Shared Community Vision

Response Chart

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

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

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Comments

- Perception and some experience with this issue.

Standard 1.4: Public Policy Engagement

Response Chart

Possible Responses:	Don't Know	1.	2.	3.	4.	Total
Staff	0	0	3	1	1	5
Board	0	0	4	2	0	6
Volunteer	1	0	2	1	2	6
Community Partner	1	0	2	2	0	5
Total	2	0	11	6	3	22

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

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Comments

- I think there is a desire for us to do this but I don't perceive we have been very active---our executive is trying to be more involved and making this more of a priority and is potically savvy.
- I have seen this emerge more over the past year or two.
- United Way staff work closely with the community and with the schools. United Way leads the way in our after school program.

Standard 2.1: Impact Strategies

Response Chart

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

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

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Comments

- I think we are addressing two community issues and are probably further along than this third descriptor but it best matches my understanding of this.
- The United Way is working with the community and with the schools to close the achievement gap.

Standard 2.2: Partner Engagement

Response Chart

Possible Responses:	Don't Know	1.	2.	3.	4.	Total
Staff	0	0	1	3	1	5
Board	0	0	2	2	2	6
Volunteer	0	0	1	2	3	6
Community Partner	0	0	2	2	1	5
Total	0	0	6	9	7	22

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

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Comments

- The United Way collaborates with SHIP, Comp strategy, Siouxland Cares, the schools and many agencies to plan for community improvement. The relationships are very positive.

Standard 2.3: Resource Development and Mobilization

Response Chart

Possible Responses:	Don't Know	1.	2.	3.	4.	Total
Staff	0	0	2	3	0	5
Board	1	0	3	1	1	6
Volunteer	0	0	2	2	2	6
Community Partner	0	0	1	0	4	5
Total	1	0	8	6	7	22

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

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Comments

- We are on our way on this but I don't think we are at the point of really tracking the aspirations and dreams of potential donors----still very reliant on traditional campaign.
- United Way helps find financial resources for our afterschool program. they are helping train volunteers to help students read in school.

Standard 2.4: Implementation and Action

Response Chart

Possible Responses:	Don't Know	1.	2.	3.	4.	Total
Staff	0	0	1	4	0	5
Board	0	0	3	3	0	6
Volunteer	0	0	1	2	3	6
Community Partner	0	0	2	3	0	5
Total	0	0	7	12	3	22

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

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Comments

- Starting to do this.
- We are begging to allocate time, energy and money to strategies beyond funding agencies and making good progress---we are on our way but I would not say implementing a wide range of these strategies.
- Ths schools view United Way as a community leader.

Standard 2.5: Measure, Evaluate and Communicate Results

Response Chart

Possible Responses:	Don't Know	1.	2.	3.	4.	Total
Staff	0	0	1	4	0	5
Board	0	0	4	2	0	6
Volunteer	0	0	0	4	2	6
Community Partner	0	0	3	2	0	5
Total	0	0	8	12	2	22

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

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Comments

- This is very difficult and challenging and I would have to say I'm not aware that we are doing a lot of measuring of impact yet----getting there on some strategies but needs more work.
- More accountability from organizations is needed to demonstrate outcomes.

Standard 3.1: Relationship-Oriented Culture

Response Chart

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

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

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Comments

- Good item. How do you engage and build these so the there is more ownership at the lower giving levels. A little from a lot of people is a lmore stable base than a lot from a few.
- I think we are on the right track, but do not know enough to answer this accuratley or completely
- Integrated Plan is still in planning stages,but we're working on it diligently in 2008.
- We have very good relationships in the community----not sure if it "built into performance metrics" for management but I feel the current executive would support this.

Standard 3.2: Market Intelligence

Response Chart

Possible Responses:	Don't Know	1.	2.	3.	4.	Total
Staff	0	0	2	3	0	5
Board	1	0	2	2	1	6
Volunteer	0	0	2	3	1	6
Community Partner	0	0	2	1	2	5
Total	1	0	8	9	4	22

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

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Comments

- What is the critical information?
- I have not noted this specifically but I think we are aware of key donors and investors beyond the relationships with their companies----still need work on those folks who may own or run a small business and have significant resources but are quietly living here in Siouxland.

Standard 3.3: Segmentation and Prioritization

Response Chart

Possible Responses:	Don't Know	1.	2.	3.	4.	Total
Staff	0	0	5	0	0	5
Board	0	3	2	0	1	6
Volunteer	2	0	1	1	2	6
Community Partner	3	0	1	0	1	5
Total	5	3	9	1	4	22

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

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Comments

- I think we are at number 2 and moving forward----still developing that relationship with the major individual donors through the Garretson Society and other ways.
- I am curious how this works.
- I am unaware of the use of the term of lifetime value or partners of highest value.

Standard 3.4: Active Cultivation

Response Chart

Possible Responses:	Don't Know	1.	2.	3.	4.	Total
Staff	0	0	2	3	0	5
Board	0	1	3	1	1	6
Volunteer	0	0	3	2	1	6
Community Partner	0	1	0	3	1	5
Total	0	2	8	9	3	22

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

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Comments

- Women's Power Lunch & Women United are examples of target audience --- good beginning but more can be done in this area.
- I'm not aware of alot of communication outside of the traditional campaign and other activies although I think we are working on this. Very difficult given the demands on the people we want to connect with.
- I am amazed by the loyalty of the UW donors.

Standard 3.5: Unique, Positive Brand Experience

Response Chart

Possible Responses:	Don't Know	1.	2.	3.	4.	Total
Staff	0	1	0	3	1	5
Board	0	2	2	2	0	6
Volunteer	0	1	0	5	0	6
Community Partner	0	1	0	2	2	5
Total	0	5	2	12	3	22

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

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Comments

- I would say we are getting to number 2 but too dependent on the campaign and the traditional cycle of communication around this.
- I have not seen measurements from #4 but firmly believe we are in # 3

Standard 3.6: Prominent Stature and Reputation

Response Chart

Possible Responses:	Don't Know	1.	2.	3.	4.	Total
Staff	0	0	0	2	3	5
Board	0	0	2	0	4	6
Volunteer	0	1	1	0	4	6
Community Partner	0	0	2	2	1	5
Total	0	1	5	4	12	22

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

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Comments

- I think we are a resource from some issues, but individual agencies are still the front line resource in terms of media interest/opinion
- As mentioned before I think we are recognized as a leader in assessing community need and being a resource for the broader community---not just our member agencies.

Standard 4.1: Mission

Response Chart

Possible Responses:	Don't Know	1.	2.	3.	4.	Total
Staff	0	0	4	1	0	5
Board	0	0	3	0	3	6
Volunteer	0	0	2	2	2	6
Community Partner	1	0	0	1	3	5
Total	1	0	9	4	8	22

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

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Comments

- I would give the first 2 sentences a rating of 3, but the last sentence gives me cause for concern because I don't think the general public understands the changes UWoS is going through nor do they fully understand the previously articulated goals/mission, other than to fund agencies.
- Internally this is clear but need to communicate more and act as spokespeople to the outside---not enough of us are doing this.
- I was aware of the mission until my involvement. I do not believe the general public could articulate or even describe what the united way does except collect money.

Standard 4.2: Staff and Volunteer Leadership

Response Chart

Possible Responses:	Don't Know	1.	2.	3.	4.	Total
Staff	0	0	0	3	2	5
Board	0	0	0	4	2	6
Volunteer	0	0	0	3	3	6
Community Partner	0	0	1	2	2	5
Total	0	0	1	12	9	22

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

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Comments

- I would have given this a 3 but cannot say that "They are knowledgeable and effective spokespeople for community issues and the strategies in which United Way is involved" because they are only at the beginning of the community impact process and many are not well-versed in research about this community. I agree with number 4 that "United Way's CEO and volunteer leaders model United Way's values," but I don't know the extent to which they will hold themselves accountable for achieving community impact goals.
- Would answer three as we have not totally embraced the community impact goals and had success to celebrate----getting there.
- I think we have met this with the impact committees

- Excellent CEO, staff and volunteers.

Standard 4.3: Governance

Response Chart

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

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

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Comments

- I believe that UWoS fulfills legal requirements but cannot say with certainty that the board has a basic understanding of the shift to community impact, the extent to which board evaluation has occurred, or that the board is fully aligned with the community impact mission, goals and objectives. I'm not saying it is not, but that I simply cannot say at this time.
- Outstanding practices for the organization's governance

Standard 4.4: Strategic and Business Planning

Response Chart

Possible Responses:	Don't Know	1.	2.	3.	4.	Total
Staff	0	1	1	2	1	5
Board	0	0	2	2	2	6
Volunteer	2	0	1	3	0	6
Community Partner	1	0	1	3	0	5
Total	3	1	5	10	3	22

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

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Comments

- A Community Impact Agenda has been produced along with an annual Campaign Plan & Timeline and Financial & Operational Guidelines. An overall Strategic Plan does not exist to my knowledge.
- Not aware of annual business plans maybe done but not aware of this.
- I am unaware of a formal bussiness plan

Standard 4.5: Alignment

Response Chart

Possible Responses:	Don't Know	1.	2.	3.	4.	Total
Staff	0	0	1	3	1	5
Board	0	0	1	3	2	6
Volunteer	0	0	0	4	2	6
Community Partner	0	0	1	4	0	5
Total	0	0	3	14	5	22

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

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Comments

Standard 4.6: Organizational Learning and Talent Development

Response Chart

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

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

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Comments

- The United Way of Siouxland's executive director provides outstanding leadership in this area.
- seamless staff transitions

Standard 4.7: Inclusiveness

Response Chart

Possible Responses:	Don't Know	1.	2.	3.	4.	Total
Staff	0	0	5	0	0	5
Board	0	0	2	1	3	6
Volunteer	0	0	1	3	2	6
Community Partner	1	0	0	2	2	5
Total	1	0	8	6	7	22

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

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Comments

- A diversity plan was addressed several years ago - may need to be dusted off.
- I think this has been very good---can always be better.

Standard 4.8: System Citizenship

Response Chart

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

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

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Comments

- I think UW Siouxland is well thought of by others, but don't really know.
- I think this is positive----in my board and community leadership position I would know if it is not. I would judge this more on whether there are complaints or problems as I don't think people are vocal about giving credit to us as an organization.
- 211, collaborations with UW of Omaha

Standard 5.1: Strategic Back Office

Response Chart

Possible Responses:	Don't Know	1.	2.	3.	4.	Total
Staff	0	0	0	5	0	5
Board	0	0	2	4	0	6
Volunteer	1	0	0	3	2	6
Community Partner	1	1	0	2	1	5
Total	2	1	2	14	3	22

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

- I think this is hard for a board member to assess as we expect mgmt to do this----I think we are in good shape here but we do not ask for alot of this information. I think our executive is very aware of trying to run efficiently and effectively as an organization.

Standard 5.2: Administrative Back Office

Response Chart

Possible Responses:	Don't Know	1.	2.	3.	4.	Total
Staff	0	0	0	4	1	5
Board	1	0	1	3	1	6
Volunteer	4	0	1	0	1	6
Community Partner	2	0	0	2	1	5
Total	7	0	2	9	4	22

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

- Some of the sharing arrangements with Omaha and the Federal campaign fit here, but not sure about the details of the backoff systems
- I am not familiar with HR functions at UW nor day to day operations
- Again---I think this is difficult for a board member to assess as we expect these things to be happening and I'm confident we are doing these things and achieving these standards.

Standard 5.3: Cost Analysis

Response Chart

Possible Responses:	Don't Know	1.	2.	3.	4.	Total
Staff	0	0	0	2	3	5
Board	0	0	2	1	3	6
Volunteer	4	0	0	2	0	6
Community Partner	2	0	0	1	2	5
Total	6	0	2	6	8	22

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 don't think we are down to doing this at the "transaction level" but I'm sure we are spending resources wisely and efficiently with an experience staff who put resources to work wisely and evaluates "return".

Standard 5.4: Risk Management

Response Chart

Possible Responses:	Don't Know	1.	2.	3.	4.	Total
Staff	0	0	0	2	3	5
Board	0	0	1	4	1	6
Volunteer	1	0	0	2	3	6
Community Partner	1	0	0	1	3	5
Total	2	0	1	9	10	22

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

- These issues are dealt with but not discussed with board in terms of Risk mgmt---can probably be more proactive on this.
- Not sure if its 3 or 4, so put down 3
- fiscal responsibility is taken very seriously and very protective of its brand namme.
- United Way of Siouxland uses a risk management broker to review all these items. Insurance is shopped yearly for the most competitive and comprehensive plan available, including all items above.

Standard 5.5: Business Continuity

Response Chart

Possible Responses:	Don't Know	1.	2.	3.	4.	Total
Staff	0	0	0	0	5	5
Board	0	0	0	2	4	6
Volunteer	1	0	0	2	3	6
Community Partner	2	0	0	0	3	5
Total	3	0	0	4	15	22

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

- Plan in place.
- Updated in 2007 & approved by board

Standard 5.6: Facilities

Response Chart

Possible Responses:	Don't Know	1.	2.	3.	4.	Total
Staff	0	0	0	1	4	5
Board	0	0	1	1	4	6
Volunteer	0	0	0	2	4	6
Community Partner	0	0	2	1	2	5
Total	0	0	3	5	14	22

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

- Not particularly conveniently located for general public.
- UW has done a great job in using its current facility for many years, avoiding the desire for a "sexier" location or prestigious address. The current facility serves the function of the UW
- Friendly, professional office and atmosphere - the large meeting room is used by many community groups. The Standards of Excellence hang on the wall in meeting room.

Standard 5.7: Financial Policies

Response Chart

Possible Responses:	Don't Know	1.	2.	3.	4.	Total
Staff	0	0	0	0	5	5
Board	0	0	0	2	4	6
Volunteer	2	0	0	2	2	6
Community Partner	2	0	0	0	3	5
Total	4	0	0	4	14	22

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

- Recently updated - regularly reported to Exec/Board.
- Reporting is monthly. Very impressed with the organized manner things are presented. Making it look easy at the meeting means someone did a lot of work to make it that way.
- UW meets or exceeds the description and takes takes the fiduciary responsibility very seriously.

Standard 5.8: Internal Controls

Response Chart

Possible Responses:	Don't Know	1.	2.	3.	4.	Total
Staff	0	0	0	0	5	5
Board	0	0	1	2	3	6
Volunteer	4	0	0	0	2	6
Community Partner	1	0	0	0	4	5
Total	5	0	1	2	14	22

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

- Board regularly reviews policies and procedures & provides for annual audit.
- Annual audits and board presentation

Standard 5.9: Sarbanes-Oxley Legislation (SOX)

Response Chart

Possible Responses:	Don't Know	1.	2.	3.	4.	Total
Staff	0	0	2	3	0	5
Board	1	0	1	0	4	6
Volunteer	1	0	0	3	2	6
Community Partner	1	0	0	0	4	5
Total	3	0	3	6	10	22

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

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Comments

- I know it has a whistle blower policy but do not know about the retention and destruction of records policy.
- unaware of ethics officers and loan policy

Standard 5.10: Public Reporting and Transparency

Response Chart

Possible Responses:	Don't Know	1.	2.	3.	4.	Total
Staff	0	0	0	3	2	5
Board	2	0	0	3	1	6
Volunteer	1	0	0	1	4	6
Community Partner	1	0	0	1	3	5
Total	4	0	0	8	10	22

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

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Comments

- But will find out.
- I assume public is given access but do not have any first hand knowledge regarding what and how it is disseminated

Standard 5.11: Investment Policies

Response Chart

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

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

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Comments

- Regularly reviewed by Finance/Exec committees & approved by Board.

