



**United Way
of Dane County**

2007 Best Practices Self-Assessment Tool

Developed by:

Agency & Volunteer Development Community Solutions Team
United Way of Dane County

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Rev: 11/07

BEST PRACTICES 2007

SELF-ASSESSMENT TOOL: BACKGROUND AND INSTRUCTIONS

Background:

The United Way of Dane County Agency & Development Solutions Team (AVD CST) is charged with providing resources and opportunities for increased agency development and leadership. We do this in three ways:

1. **Volunteer Consultants:** Volunteers with expertise in the Best Practices listed in the Self-Assessment Tool are available to United Way partner agencies to help you go from "Developing" or "Advancing" to "Excelling."
2. **Resource Library:** Information is available on-loan on a variety of subjects including board development, nonprofit management, volunteer management, salary surveys and personnel.
3. **Training programs:** Training programs are offered 3-4 times a year for nonprofit board members. These include "Ask an Expert" sessions and an annual fall conference. These are cosponsored with the City of Madison and Dane County Human Services.

Other training programs may develop as an outgrowth of the trends/needs we see through the Best Practice assessments and the 1-1 work of our volunteer consultants with agencies.

4. Additionally, we designed **this Best Practices Self-Assessment Tool** to help you identify both your areas of strength and areas in which you need assistance or further development.

The **Best Practices Self Assessment Tool** is broken down into 12 categories, with a total of 85 practices. The categories are grouped accordingly:

Section I:

- A. Governance
- B. Legal
- C. Human Resources
- D. Diversity
- E. Fiscal
- F. Information Technology

Section II:

- G. Programs
- H. Consumer Awareness & Responsiveness
- I. Volunteer Management

Section III:

- J. Planning, Evaluation & Continuous Agency Improvement
- K. Fundraising & Revenue Generation
- L. Marketing

Instructions:

We recommend that the executive director take the lead in completing the tool, but that other staff/board members/volunteers are involved as appropriate.

1. For each best practice, check **Excelling**, **Advancing**, **Developing**, or **N/A**.

Excelling: Performance meets or exceeds the best practice.

Advancing: Performance is short of the best practice but steps have been taken to achieve the practice in the near future.

Developing: Performance is short of the best practice and help is needed to initiate progress toward the practice.

2. Tally the number of responses you had at the bottom of each section.
3. Write some *Reflections* or *Notes* for the section about a particular area from that section on which you want to improve, or areas in which your agency is excelling. If you checked N/A for any item, this is also the place to indicate why this practice does not apply to your agency.
4. Transfer the section totals to page 20 to get an overview of the areas in which your agency is doing well and areas for improvement.
5. Work with your board, staff, and volunteers to determine areas in which you want to improve and develop a plan for doing so.
6. If your agency is a United Way of Dane County partner agency, you may request a volunteer consultant to work with your agency on one or more of the areas needing improvement. See page 21 for more information on requesting a volunteer through the United Way's Volunteer Consulting Service.

Turn to the next page to begin!

Note: Throughout this document:

- “Agency ” refers to community-based organization or non-profit agency
- “Board” refers to the Board of Directors

Section I – AGENCY ADMINISTRATION

A – GOVERNANCE

E = Excelling A = Advancing D = Developing N/A = Not Applicable

	E	A	D	N/A
1. The agency ensures that its Board and advisory committee members both represent diverse interests and perspectives, and have the skills, experience and dedication to advance the agency’s mission, and has in place a system for recruiting members for such purposes.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. The agency adopts written bylaws including but not limited to: notices for Board of Directors meetings, election or appointment of directors to the Board, number of directors required for a quorum, and directors’ terms of office, rotation (if any), and process for director removal. Additionally, the agency has adopted a conflict of interest policy that applies to agency directors, officers and staff.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. The agency ensures that a quorum is present at Board meetings when it takes action, and keeps minutes of all Board meetings, including attendance.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. The agency conducts orientations for new Board members, informs them of their rights and responsibilities, and provides written job descriptions and other documentation.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5. The agency has written policies describing the Board’s responsibility and role in setting policy, and the executive director’s role in implementing policy and managing the agency.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6. The agency utilizes advisory boards for appropriate programs and activities, if appropriate.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7. The agency’s Board has a clear process to obtain staff input for its decision-making. Such processes and decisions are evaluated and used for continuous agency improvement.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

A – GOVERNANCE, con't

E = Excelling A = Advancing D = Developing N/A = Not Applicable

	E	A	D	N/A
8. The agency's Board has a process to evaluate its effectiveness, and regularly (at least triennially) conducts such evaluation.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9. The agency's Board regularly (at least annually) evaluates the performance of the chief executive officer.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

TOTAL Governance (A):

— — — —
E A D N/A

Reflections/Notes on:

Strengths identified in this section:

Needs identified in this section:

Section I – AGENCY ADMINISTRATION

B – LEGAL

E = Excelling A = Advancing D = Developing N/A = Not Applicable

E A D N/A

1. The agency files all required forms with the Internal Revenue Service (IRS) accurately and on time, including without limitation:

- | | | | | |
|---|-----------------------|-----------------------|-----------------------|-----------------------|
| •Annual IRS Form 990 or Form 990-N (“e-Postcard”), as applicable | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| •Employment tax returns (IRS Form 941, and W-2, and Wis Forms WT-4, WT-4A, and WT-11) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| •Unemployment tax returns (IRS Form 940, Wis Form UCT-101) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| •Sales tax returns (Wis Form ST-12) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

2. The agency files all required documents with the Wisconsin Department of Financial Institutions including: articles of incorporation, annual reports, and change of registered agent and registered office.

3. Agency staff and officers disclose to the board all threatened and pending lawsuits and litigation against the agency.

4. The agency, prior to conducting lobbying in Wisconsin, registers with the Wisconsin Ethics Board and files reports, if required.

5. The agency complies with provisions of the Americans with Disabilities Act (ADA). Staff periodically assesses and ensures agency compliance.

6. The agency conducts periodic risk assessment of its facilities and operations.

7. The agency annually reviews insurance coverage to ensure that the agency is protected in the appropriate amount and scope, and reports recommendations to the board.

8. The agency retains copies of all written contracts, including contracts with funding sources, maintenance and service providers.

B – LEGAL, con't

E = Excelling A = Advancing D = Developing N/A = Not Applicable

E A D N/A

9. The agency retains copies of written agreements on file if it operates under a fiscal agency or fiscal sponsorship relationship with another agency.

10. The agency's personnel policies and employee handbooks are reviewed by legal counsel to insure compliance with applicable local, state and federal laws.

TOTAL Legal (B):

— — — —
E A D N/A

Reflections/Notes on:

Strengths identified in this section:

Needs identified in this section:

Section I – AGENCY ADMINISTRATION

C – HUMAN RESOURCES

E = Excelling A = Advancing D = Developing N/A = Not Applicable	E	A	D	N/A
1. The agency keeps on file written up-to-date job descriptions of all its staff positions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. The agency conducts orientation programs for new employees.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. The agency provides supervision, training and support to assure that all staff can perform competently. The agency facilitates continuing education and training opportunities to upgrade the work performance of employees.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. The agency formally evaluates all employees in writing at least once a year. Copies of all performance evaluations are filed appropriately in personnel records.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5. The agency maintains a non-discrimination policy, which applies to all volunteers, staff, and consumers.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6. The agency distributes a current personnel practices manual or employee handbook to each staff member at the time of employment. The handbook's content covers pertinent rules, regulations, hours, other conditions of employment, and benefits. The agency reviews the manual annually and provides updates to each staff member.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7. The agency periodically reviews employees' salaries and benefits.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8. The agency periodically reviews professional licensing requirements and related skills training and opportunities for staff.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9. The agency evaluates each volunteer position, determines which positions require background checks, and defines the level of background check that is required.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
10. The agency has adopted procedures to ensure that background checks are conducted consistently on all applicants for a position that requires background checks.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

C – HUMAN RESOURCES, con't

E = Excelling A = Advancing D = Developing N/A = Not Applicable

E A D N/A

11. The staff, officers and directors of the agency receive periodic training to ensure full compliance with all applicable laws and regulations regarding discrimination.

12. The agency has an up-to-date diversity plan.

13. The agency establishes a clear conflict of interest policy for employees that requires the disclosure of direct or indirect financial interest that might benefit the private interest of the employee when they enter into a transaction or arrangement on behalf of the agency.

14. The agency adopts a Whistle Blower policy with protections for staff who report suspected violations of the agency's policies or applicable laws.

15. The agency provides a process for soliciting, reviewing and responding to input from staff regarding the agency's activities.

TOTAL Human Resources (C):

— — — —
E A D N/A

Reflections/Notes on:

Strengths identified in this section:

Needs identified in this section:

Section I – AGENCY ADMINISTRATION

D – DIVERSITY

E = Excelling A = Advancing D = Developing N/A = Not Applicable **E A D N/A**

1. Agency has an up-to-date diversity plan.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The plan relates to (check all that apply):				
___ staff	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
___ volunteers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
___ board of directors	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
___ clients	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
___ vendors	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<hr/>				
2. Agency has discreet diversity objectives and related measurements and indicators	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<hr/>				
3. Agency conducts diversity and inclusiveness training for staff and/or volunteers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<hr/>				
4. Agency regularly reviews and updates plan	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<hr/>				
5. Agency's board is involved in developing and approving the diversity and inclusiveness process	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

TOTAL Diversity (D):	—	—	—	—
	E	A	D	N/A

Reflections/Notes on:

Strengths identified in this section:

Needs identified in this section:

Section I – AGENCY ADMINISTRATION

E – FISCAL

E = Excelling A = Advancing D = Developing N/A = Not Applicable	E	A	D	N/A
1. The agency's Board formally adopts an annual operating budget that is based on the agency's objectives.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. The Board, at least quarterly, reviews the agency's financial statements. These statements should include a balance sheet, a statement of support, agency revenue and expenses, and a statement of changes in fund balances.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. The agency ensures that its accounting system complies with Generally Accepted Accounting Principle (GAAP).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. The agency arranges for an annual financial audit by an outside auditing firm if required, or arranges for an informal audit by an independent person (such as by another agency). The agency shares the results of its audit with the agency's Board.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5. The agency develops and adopts an annual capital budget based on documented maintenance, replacement and/or development needs.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6. The agency installs internal controls, including appropriate separation of duties, to ensure safekeeping of all its assets.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

TOTAL Fiscal (E):

—	—	—	—
E	A	D	N/A

Reflections/Notes on:

Strengths identified in this section:

Needs identified in this section:

Section I – AGENCY ADMINISTRATION

F – INFORMATION TECHNOLOGY

E = Excelling A = Advancing D = Developing N/A = Not Applicable	E	A	D	N/A
1. The agency purchases licensed software, is adequately trained, and installs appropriate security, back-up software and processes on its technology to prevent document loss, data corruption or inappropriate access.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. The agency has a network with shared printer(s), shared Internet access via cable/DSL and a dedicated file server if the agency has more than four computers.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. The agency has appropriate support to maintain and upgrade all computer equipment, software, etc. to maintain and improve agency services.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. The agency has minimum standards for donations of any computer equipment, software, printers, services, etc.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

TOTAL Information Technology (F):

—	—	—	—
E	A	D	N/A

Reflections/Notes on:

Strengths identified in this section:

Needs identified in this section:

Section II – AGENCY SERVICE PROGRAMS

G – PROGRAMS

E = Excelling A = Advancing D = Developing N/A = Not Applicable	E	A	D	N/A
1. The agency's programming objectives are in line with the agency's mission.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. The agency uses objective data from a variety of sources to develop its service programs. These sources include, but are not limited to, needs/community assessments, research findings, outcomes data , best practices and/or best evidence.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. The agency ensures that its grant-funded budgets cover the cost of program activities, the cost of staff assigned to those activities, and if allowed by the grant, allocations for administration and overhead costs.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. The agency defines and uses clear units-of-service for each area of service that it provides. Some example of units-of service might include trips, counseling hours or persons counseled, attendance, meals provided, and so on.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5. The agency strives for a culture of collaboration through planned activities among related service agencies including businesses, educational institutions, governmental units, faith communities and others as appropriate, sharing information and other resources.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
TOTAL Programs (G):	—	—	—	—
	E	A	D	N/A

Reflections/Notes on:

Strengths identified in this section:

Needs identified in this section:

Section II – AGENCY SERVICE PROGRAMS

H – CONSUMER AWARENESS AND RESPONSIVENESS

E = Excelling A = Advancing D = Developing N/A = Not Applicable	E	A	D	N/A
1. The agency develops objectives of how it will communicate with its various stakeholders. It uses those objectives to develop a communications plan to publicize its mission, purposes, programs, and achievements. The agency uses its annual report to communicate with its consumers as well as the general public.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. The agency provides opportunities and easy procedures for consumers to provide input to the development and delivery of its programs.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. The agency develops straightforward procedures and instruments for consumers and organizations that it serves to evaluate its services annually.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. Evaluation feedback is analyzed and incorporated into planning future activities.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

TOTAL Consumer Awareness & Responsiveness (H):	—	—	—	—
	E	A	D	N/A

Reflections/Notes on:
Strengths identified in this section:

Needs identified in this section:

Section II – AGENCY SERVICE PROGRAMS

I – VOLUNTEER MANAGEMENT

E = Excelling A = Advancing D = Developing N/A = Not Applicable	E	A	D	N/A
1. The agency designates a staff person or a volunteer as a coordinator to oversee the agency's volunteer program.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. The agency's volunteer coordinator, as well as other staff who work with volunteers, receive training in volunteer management skills, and understand their roles related to working with volunteers.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. The agency annually evaluates its needs for and use of volunteers, the impact that volunteers have on meeting needs, and reports this information to relevant constituents. This information is also used in budget development and in the agency's planning process.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. Within its volunteer program, the agency (a) develops job descriptions for all volunteer positions; (b) gives volunteers an orientation to the agency, its mission and programs; (c) provides comprehensive training, ongoing support, and supervision; (d) gives feedback to volunteers on their performance and gets feedback from volunteers on their experiences; (e) provides necessary work-space, equipment and supplies; (f) recognizes volunteers for their work; (g) involves volunteers in appropriate agency events, meetings, and training; and (h) maintains pertinent records on all volunteers.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5. The agency evaluates each volunteer position, determines which positions require background checks, and defines the level of background check that is required.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6. The agency has adopted procedures to ensure that background checks are conducted consistently on all applicants for a volunteer position that requires background checks.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7. The agency provides opportunities for volunteers to move into other volunteer positions within the agency.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

I – VOLUNTEER MANAGEMENT, con't

E = Excelling A = Advancing D = Developing N/A = Not Applicable

	E	A	D	N/A
8. To the extent possible, the agency collects information from volunteers when they leave the agency. A written summary of this information is maintained and is incorporated into periodic agency evaluation.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9. The agency follows a recruitment policy that does not discriminate but respects, encourages and represents the diversity of the community.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

TOTAL Volunteer Management (I):

— — — —
E A D N/A

Reflections/Notes on:

Strengths identified in this section:

Needs identified in this section:

Section III – AGENCY DEVELOPMENT

J – PLANNING, EVALUATION, AND CONTINUOUS AGENCY DEVELOPMENT

E = Excelling A = Advancing D = Developing N/A = Not Applicable	E	A	D	N/A
1. The agency undertakes periodic review of its vision, mission, guiding goals, and major programmatic activities. The agency uses this process to analyze its opportunities and challenges, strengths and weaknesses.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. The agency establishes or confirms its goals and measures of success on an annual basis. (Example: goals with measures: serve X meals, provide X rides, raise X dollars)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. The agency establishes or confirms its strategies for meeting its goals on an annual basis (example strategies: host a fundraiser, negotiate agreement with a food pantry, recruit volunteer drives, develop new program to meet needs of X.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. The agency bases its budget priorities on its mission, strategies and goals and on a realistic understanding of revenue and funding possibilities.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5. The agency's proposed annual budget is presented prior to the start of a fiscal year for Board or committee deliberation and adoption.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6. The agency identifies and documents the outcomes and impacts that it expects its programs to have on its consumers and their communities.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7. The agency routinely evaluates its programs and processes. The agency selects an evaluation method or methods that maximize the range of stakeholder voices and input sources including, for example, surveys, planning groups, advisory boards, task forces, and exploring existing best practices and best evidence.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8. New programmatic activities restful from needs assessments and incorporate appropriate planning testing and implementation steps.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

TOTAL Planning, Evaluation & Continuous Agency Improvement (J):

—	—	—	—
E	A	D	N/A

Reflections/Notes on:

Strengths identified in this section:

Needs identified in this section:

Section III – AGENCY DEVELOPMENT

K – FUNDRAISING AND REVENUE GENERATION

E = Excelling A = Advancing D = Developing N/A = Not Applicable	E	A	D	N/A
1. The agency raises funds in a legal manner and uses them for activities that are consistent with its mission, strategic plan and objectives.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. The Board takes responsibility for all activities that generate financial support for the agency, including their planning, policy-setting, practices and goals.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. The agency staffs and finances its fundraising program at a level that is consistent with fundraising expectations.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. The agency works for a balance between diversifying its sources of funding and keeping the number of sources manageable. The agency seeks sources that make multi-year funding commitments.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5. The agency provides annual reports on fundraising activities and programmatic impacts.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6. The agency files all required documents filed with the Department of Regulation and Licensing relating to solicitation of charitable contributions (the Charitable Organization Registration Statement and the Charitable Organization Annual Report).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7. The agency, if it uses outside parties to raise funds, ensures that the reputation of the revenue-generating subsidiary or partner is exemplary, and that its fundraising philosophy is consistent with the agency's mission. The agency ensures that a written agreement exists with the outside party. The agency maintains oversight and accountability for all fundraising that is done in its name. The agency verifies that its professional fundraiser (or fundraising counsel) is registered with the WI Department of Registration and Licensing.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8. The agency furnishes donors with written acknowledgment of the receipt of donations in compliance with IRS requirements (at least annually).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

TOTAL Fundraising and Revenue Generation (K):

—	—	—	—
E	A	D	N/A

Reflections/Notes on:

Strengths identified in this section:

Needs identified in this section:

Section III – AGENCY DEVELOPMENT

L – MARKETING

E = Excelling A = Advancing D = Developing N/A = Not Applicable	E	A	D	N/A
1. The agency, at least annually, reviews and updates all of its marketing information to ensure consistency, clarity and accuracy in its image and marketing messages.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. The agency uses a variety of media (e.g. brochures, flyers, newsletters, fact sheets, murals, website, and so on) to highlight its key services and programs to the general public.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. The agency has a staff person or volunteer who is responsible for preparing and distributing news releases on new programs and services. All communications include contact information for people who want to learn more about the agency.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. The agency shares information in print and/or electronic format about new programs, volunteer efforts, and/or changes and announcements related to its service area.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

TOTAL Marketing (L):

—	—	—	—
E	A	D	N/A

Reflections/Notes on:

Strengths identified in this section:

Needs identified in this section:

TOTALS BY SECTION

Transfer totals from each section.

Example:

D. Diversity:

Excelling 2
 Advancing 3
 Developing 1

SECTION I AGENCY ADMINISTRATION TOTALS	SECTION II AGENCY SERVICE PROGRAM TOTALS	SECTION III AGENCY DEVELOPMENT TOTALS
<p>A. Governance:</p> <p>Excelling ___ Advancing ___ Developing ___</p>	<p>G. Programs:</p> <p>Excelling ___ Advancing ___ Developing ___</p>	<p>J. Planning, Evaluation & Continuous Agency Improvement:</p> <p>Excelling ___ Advancing ___ Developing ___</p>
<p>B Legal:</p> <p>Excelling ___ Advancing ___ Developing ___</p>	<p>H. Consumer Awareness & Responsiveness:</p> <p>Excelling ___ Advancing ___ Developing ___</p>	<p>K. Fundraising & Revenue Generation:</p> <p>Excelling ___ Advancing ___ Developing ___</p>
<p>C. Human Resources:</p> <p>Excelling ___ Advancing ___ Developing ___</p>	<p>I. Volunteer Management:</p> <p>Excelling ___ Advancing ___ Developing ___</p>	<p>L. Marketing:</p> <p>Excelling ___ Advancing ___ Developing ___</p>
<p>D. Diversity:</p> <p>Excelling ___ Advancing ___ Developing ___</p>		
<p>E. Fiscal:</p> <p>Excelling ___ Advancing ___ Developing ___</p>		
<p>F. Information Technology:</p> <p>Excelling ___ Advancing ___ Developing ___</p>		



Best Practices Self-Assessment Tool Follow-Up Questionnaire

Now that you have completed this Self-Assessment Tool, the next steps for your agency are to:

1. Review and reflect on areas in which the agency is “*Excelling*” and share your successes in these areas with your board, staff, and volunteers.
2. Review areas in which your agency scored as “*Developing*” or “*Advancing*” and prioritize those areas that you feel are most critical to address in order to move to “*Excelling*”.
3. Additionally, United Way of Dane County partner agencies can request the assistance of a volunteer consultant through our **Volunteer Consulting Service** to help you move to “Excelling” in all the practices. ***To make a request for a volunteer consultant, please complete the questions on the following page and return to:***

Attn: Kathy Martinson
United Way of Dane County - AVD CST
PO Box 7548
Madison, WI 53707-7548
246-4349 - fax

Questions?
Contact Kathy Martinson
246-4356
kathym@uwdc.org

CONFIDENTIAL

BEST PRACTICES FOLLOW-UP QUESTIONNAIRE

Our agency has completed the Best Practices Self Assessment Tool and is requesting the assistance of a Volunteer Consultant.

Check the top 1-3 Best Practice Areas your agency would like to improve.

- | | |
|---|---|
| <input type="checkbox"/> Governance | <input type="checkbox"/> Consumer Awareness & Responsiveness |
| <input type="checkbox"/> Legal | <input type="checkbox"/> Volunteer Management |
| <input type="checkbox"/> Human Resources | <input type="checkbox"/> Planning, Evaluation & Continuous Agency Improvement |
| <input type="checkbox"/> Diversity | <input type="checkbox"/> Fundraising & Revenue Generation |
| <input type="checkbox"/> Fiscal | <input type="checkbox"/> Marketing |
| <input type="checkbox"/> Information Technology | |
| <input type="checkbox"/> Programs | |

For each of the areas checked above, briefly describe the nature of the project for a potential Volunteer Consultant (use back of form or additional page if needed).

– LIST IN PRIORITY ORDER –

Area checked: _____ Best Practice #: _____

Description of Project:

Area checked: _____ Best Practice #: _____

Description of Project:

Area checked: _____ Best Practice #: _____

Description of Project:

Best Practices area(s) in which your agency has expertise and would be willing to offer mentoring, training or other assistance: _____

Do you have any comments on the Best Practices Self-Assessment tool? Things you liked about it? Things you think should be changed? _____

Agency:

Contact Person:

Mailing Address:

Telephone Number:

Contact Person e-mail:

Best Way to Contact: Telephone Postal Mail E-mail

Date completed:

Signed:

Executive Director

Board President

Please return this form to: Attn Kathy Martinson
United Way of Dane County
PO Box 7548
Madison, WI 53707-7548
246-4349 – fax

Thank you!