

United Way of Salt Lake - Salt Lake City, UT

1. MISSION: United Way has a clearly stated mission, approved by the board, in pursuit of improving lives by strengthening local communities. All organizational activities are consistent with the mission, and all who work for, or on behalf of, United Way understand, articulate and support its stated purpose. The general public is aware of United Way's mission.

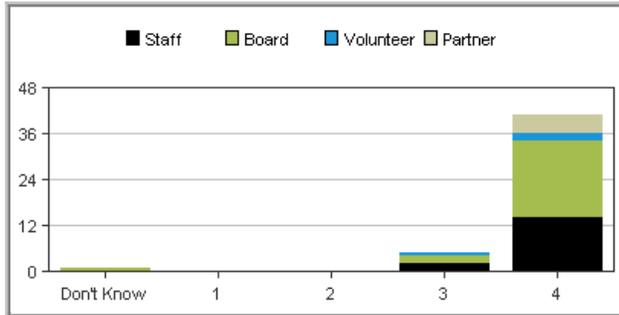
Response Chart

| Possible Responses: | Don't Know | 1 | 2 | 3 | 4 | Total |
|---------------------|------------|----------|----------|----------|-----------|-----------|
| Staff | 0 | 0 | 0 | 2 | 14 | 16 |
| Board | 1 | 0 | 0 | 2 | 20 | 23 |
| Volunteer | 0 | 0 | 0 | 1 | 2 | 3 |
| Community Partner | 0 | 0 | 0 | 0 | 5 | 5 |
| Total | 1 | 0 | 0 | 5 | 41 | 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 in fulfilling it.
- 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 mission.
- 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 spokespeople for the mission. Key community stakeholders, partners and investors articulate its mission; the general public recognizes it.

Response by Role



Comments

- I hear and see it embodied all the time.
- I base this answer on what I see and observe about our organization and how its purpose is perceived internally and externally
- There's always room for improvement. Our board is large, so I doubt that ALL of them could be very effective spokespeople for the mission, but certainly most. We also focus on our "promise" as well as our mission, so our mission isn't in every communication and material.
- UWSL consistently strives to base its decisions on its mission; its marketing team focuses on the most effective ways to communicate UWSL's mission via printed and other materials. The mission is central to UWSL's practices.
- Our mission is prominently displayed on the wall of our Board Room, on our website and in most of our collateral materials. We re-evaluate our mission statement on a regular basis to ensure that we are meeting expectations and that our mission clearly reflects our work. We have eliminated activities and program that are not mission critical. Our staff and Board effectively, and passionately, articulate our work. Key stakeholders understand and our mission and how we are accomplishing it.
- UWSL has achieved a remarkable level of awareness and clarity regarding its mission both within the organization and the broader community. More importantly, we are very specific about how we pursue that mission (through collective impact partnerships focused on community level change) and all of our work is aligned to this mission.
- Our branding is extremely prominent, and our mission is clear to all.
- The entire management focus, work and culture at UWSL is based upon our mission statement.
- The Salt Lake United Way is consistent in communicating and executing their mission. These actions are regularly reviewed and used as a point of reference for key decisions.
- I am a long-time board member and familiar with UWSL's practices.
- It is fact!
- Clarity in communicating mission both internally and externally; decisions that the board makes are tied directly to the mission.
- From the Board and Executive Team to the Financial, back offices and in the schools, all the United Way Team is on the same page. The United Way staff will look at new ideas and make changes as needed to fulfill the mission.
- We all know the Give. Advocate. Volunteer. by heart and use it often to describe how our local work fits into the overall vision of UWW in Education. Income and Health.

2. GOVERNANCE: United Way’s volunteer board is effective in setting direction for the organization, ensuring necessary resources (i.e., human, financial, relationship) and providing oversight of programs, finances, legal compliance, and values. The board functions to support community impact.

Response Chart

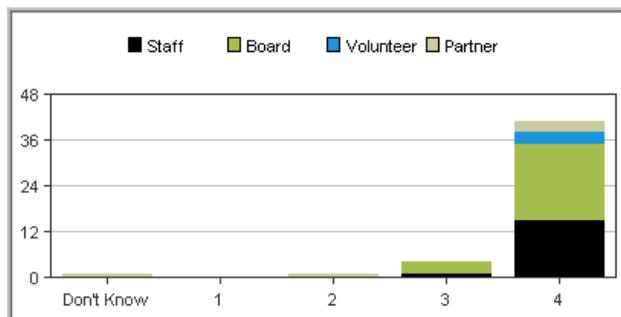
| Possible Responses: | Don't Know | 1 | 2 | 3 | 4 | Total |
|---------------------|------------|----------|----------|----------|-----------|-----------|
| Staff | 0 | 0 | 0 | 1 | 15 | 16 |
| Board | 0 | 0 | 0 | 3 | 20 | 23 |
| Volunteer | 0 | 0 | 0 | 0 | 3 | 3 |
| Community Partner | 1 | 0 | 1 | 0 | 3 | 5 |
| Total | 1 | 0 | 1 | 4 | 41 | 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, and responsibilities of the United Way board support a resource development/allocation mission and business model.
- 2 United Way fulfills applicable local, state and federal legal requirements for non-profit governance. United Way is in full compliance with United Way Worldwide’s membership standards. United Way’s board oversees the CEO’s performance and compensation, in accordance with IRS intermediate sanctions rules. United Way’s board has designated a working committee to examine its governance practices. United Way’s board leadership has a basic understanding of, and supports the shift to, community impact.

- 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 align them with its community impact mission, goals and objectives. The United Way board represents the community’s diversity and includes members with the expertise and background necessary to fulfill its mission. United Way incorporates some, but not all, of the following governance practices: board designated ethics officer, independent audit committee, an internal control report by management, certification of financial statements by CEO and CFO, and a policy prohibiting loans to staff and volunteers.
- 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 in a timely fashion. The United Way board is fully aligned (in terms of structure, composition, function, roles, and responsibilities) with the organization’s community impact mission, goals and objectives. United Way incorporates the following governance practices: board-designated ethics officer, independent audit committee, an internal control report by management, certification of financial statements by CEO and CFO, and a policy prohibiting loans to staff and volunteers.

Response by Role



Comments

- Seen in action
- I regularly interact with our board and feel confident based on observation and experience that the board meets this benchmark. I have witnessed planning for regularly board assessments. I have participated in monthly meetings of the committees noted above and met the board members with the titles noted above and been in the room for review of loan policy.
- UWSL has several committees established to ensure proper governance; key management team members communicate in a timely manner with committees should any issues arise. Proper governance is of the utmost importance to UWSL.
- We meet every one of the requirements outlined in number 4, although our business model is Collective Impact, not community impact.
- We have several well structured committees to address every aspect of our work from public policy to an audit committee. I
- My observation of UWSL's Board and its governance practices meets all of the criteria

described above.

- Our board is a huge part of our success and is integral to every decision made and carried out. They are our champions in the community--fiscally and ideologically.
 - UWSL has a very active Governance Committee with extensive follow-up by the management team on Governance issue.
 - United Way of Salt Lake maintains a strong and active Governance and Ethics committee that provide regular reviews, updates, and recommendations to the Board
 - I have attended meetings regularly and seen this
 - I am a long-time member of the board and familiar with UWSL's practices.
 - I am not sure if there is a designated ethics officer, although I know the affiliate is in full compliance with requiring conflict of interest statements and reports by the board. The governance committee might be serving this role. I also believe that additional effort could be exerted to include community representation that reflects not only ethnic diversity, but also diversity of class and from other marginalized groups. Efforts have been made, but must be continued and expanded.
 - This is to the best of my knowledge, since I do not interact regularly with board members. But from what I hear, this appears to be the case.
-

3. STRATEGIC AND BUSINESS PLANNING: United Way establishes short and long-term goals and identifies strategies to accomplish them. Strategies are based on data and analysis, align with community impact priorities, and drive marketing, financial and operational plans (collectively, a “business plan”), as well as staff work plans (i.e., accountability). Annually, United Way assesses progress and makes changes as needed.

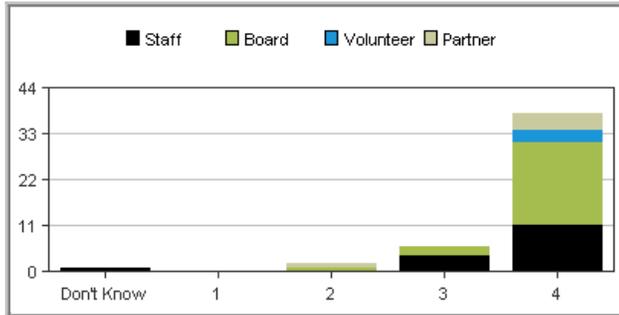
Response Chart

| Possible Responses: | Don't Know | 1 | 2 | 3 | 4 | Total |
|---------------------|------------|----------|----------|----------|-----------|-----------|
| Staff | 1 | 0 | 0 | 4 | 11 | 16 |
| Board | 0 | 0 | 1 | 2 | 20 | 23 |
| Volunteer | 0 | 0 | 0 | 0 | 3 | 3 |
| Community Partner | 0 | 0 | 1 | 0 | 4 | 5 |
| Total | 1 | 0 | 2 | 6 | 38 | 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 community partners.
- 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 annually.

Response by Role



Comments

- Seen in action
 - I participate in this work of alignment with business plans and in the continual improvement and updating of such work.
 - We're the leaders in true Collective Impact and I'm proud of that!
 - Data, analysis, and strategic plans are central to accomplishing UWSL's work and staff frequently review and adjust, as necessary, to ensure that goals are being met. Board meetings regularly feature updates regarding the business plan.
 - Our business plan is very fluid and is updated regularly. It is not an annual business plan, but a daily business plan. Our work is changing so rapidly that we must be on top of our plan at all times.
 - I have never seen a written strategic plan or business for implementation. Our direction (short-term and long-term) is expressed verbally and communicated in that manner. Staff focus is based off of that verbal communication.
 - UWSL's strategic planning is comprehensive and multi-faceted, and driven by the practice of rapid cycle continuous improvement within our community partnerships.
 - We are extremely strategic in our plans for each year, and these are plotted out carefully. Progress is continually monitored throughout the year.
 - United Way has multiple documents that lay out both budgetary and program plans into the next five years and longer, However, this has not all been integrated into one written document called a strategic plan. The Board has been integral in the review and development of the various documents and plans that can be considered part of our strategic plan
 - this is shown regularly in communications and in meetings
 - UWSL's implementation of its plans is more nimble than #4 would suggest. Throughout the year, as events require, UWSL revises its plan so its short and long term goals can be achieved.
 - We meet monthly and review all data as it becomes available and make adjustments as necessary.
 - The only weakness is the lack of a strategic plan to address new funding sources as I do not believe that our traditional sources & methods are sufficient to meet our long term needs to implement our well articulated strategic plan.
-

4. INCLUSIVENESS: United Way recognizes that in order to effectively engage communities to achieve community impact goals, the staff, volunteers, donors/investors, and community partners should include the communities United Way serves. The organization’s culture, recruitment, partnerships, and other business practices demonstrate inclusiveness. United Way has formal policies and practices that promote inclusiveness in all aspects of internal and external functions.

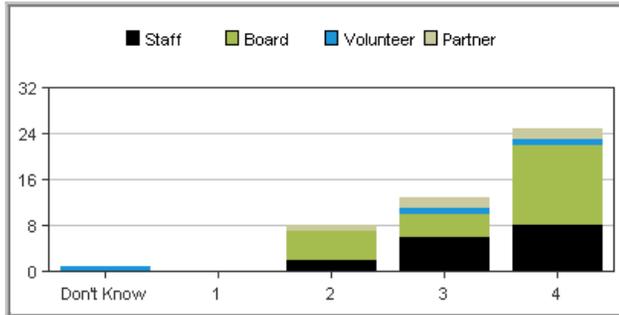
Response Chart

| Possible Responses: | Don't Know | 1 | 2 | 3 | 4 | Total |
|---------------------|------------|----------|----------|-----------|-----------|-----------|
| Staff | 0 | 0 | 2 | 6 | 8 | 16 |
| Board | 0 | 0 | 5 | 4 | 14 | 23 |
| Volunteer | 1 | 0 | 0 | 1 | 1 | 3 |
| Community Partner | 0 | 0 | 1 | 2 | 2 | 5 |
| Total | 1 | 0 | 8 | 13 | 25 | 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 celebrated. The organization’s communications and policies affirm principles and values of inclusiveness.
- 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) affirm principles and values of inclusiveness.
- 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 partners to identify and address specific diversity issues, barriers and/or opportunities.

Response by Role



Comments

- I see and experience it.
 - As hard as it is, something we still need to improve.
 - We have policies and practices that promote inclusiveness but like many private and public entities in our community have more work to do to recruit board members and staff that reflect community composition. We have made incredible strides over the past two years, however, and work proactively to impact the systems that create diverse talent pipelines.
 - Our staff, board, and volunteers could still be a better representation of our communities in terms of diversity, race, ethnicity, and sexual orientation.
 - UWSL prides itself on a vibrant and diverse staff and regularly conducts a diversity survey of its staff and board members to ensure that diversity and inclusiveness is achieved.
 - Although our staff greatly represents the composition of our community, it is more difficult to get diversity among our Board, although we have a plan in place and are working to increase the amount of ethnic diversity on the Board.
 - We are proactive in seeking diversity at both the staff and board level, and while our board reflects diversity in many ways, we struggle to achieve more racial diversity. This is a priority and progress has been made over the past year -with continued focus this will continue to improve.
 - We are a very diverse and dynamic staff and are presented with many development opportunities.
 - This United Way is working to be more inclusive across all groups
 - My answer reflects the diversity commitment and current composition of the board. We are committed to it, but the board's composition does not yet reflect the composition of our community.
 - Again, continued work in this regard will benefit the agency greatly.
 - I think the best person for the job is always chosen, and I know we are all encouraged to be tolerant and inclusive, but I don't think it is actively sought. Keep in mind, however, we do not have a largely diverse community, at least racially.
 - This is an area which could be improved - particularly board representation.
-

5. SYSTEM CITIZENSHIP: United Way’s relationships with other United Ways, state associations and United Way Worldwide (UWW) acknowledge that each member bears responsibilities toward the others. The successes and failures of any one member impact the entire system. With this premise, United Way fosters a high level of trust, information exchange and mutual help with others in the system to further the community impact mission, create a consistent brand experience, and support a strong network of United Ways locally, regionally and nationally.

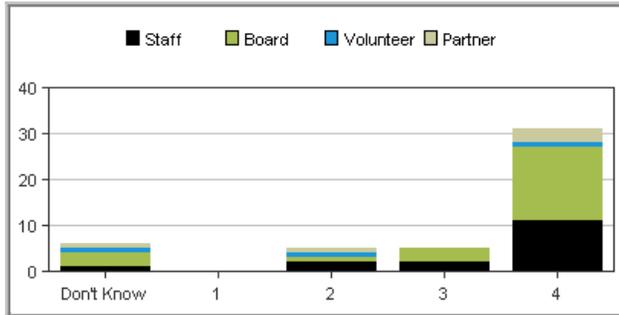
Response Chart

| Possible Responses: | Don't Know | 1 | 2 | 3 | 4 | Total |
|---------------------|------------|----------|----------|----------|-----------|-----------|
| Staff | 1 | 0 | 2 | 2 | 11 | 16 |
| Board | 3 | 0 | 1 | 3 | 16 | 23 |
| Volunteer | 1 | 0 | 1 | 0 | 1 | 3 |
| Community Partner | 1 | 0 | 1 | 0 | 3 | 5 |
| Total | 6 | 0 | 5 | 5 | 31 | 47 |

Key:

- 1 United Way’s relationships with other United Ways, state associations or UWW are strained by mistrust, recurring disputes or difficulty in complying with UWW membership requirements.
- 2 United Way is respected and perceived as trustworthy by other United Ways, state associations and UWW. 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 (e.g., public policy advocacy, corporate gifts).
- 4 United Way is actively engaged in partnerships, collaborations and initiatives with other United Ways, state associations and UWW.

Response by Role



Comments

- My work and that of my team is focused nearly entirely on partnership development. We believe that our mission cannot be accomplished without partners, and we spend extensive time building cross-sector relationships.
 - UWSL frequently engages with and assists other United Ways with information exchange and mutual help. UWSL also frequently speaks and holds Centers of Excellence on behalf of UWW to spread and share information/best practices even more broadly throughout the network. I consider UWSL to be a trusted partner, and one to which other United Ways can reliably look.
 - Wow! We are over the top in this area.
 - We are extremely active in sharing our learning and experience with other UWs, and in participating in collaborations facilitated through UWW.
 - As a board member, I am not in a position to perceive the interaction with other United Ways sufficiently to answer this question.
 - We do an excellent job here.
 - I think that we devote a bit too much time to this effort without adequate recompense and with the possible risk of diverting strategic attention away from better refining our model for collective impact.
-

6. BACK OFFICE: United Way delivers high quality operational support of its business through internal capacity, national and regional solutions, United Way collaboration, external professionals, or a combination thereof.

Response Chart

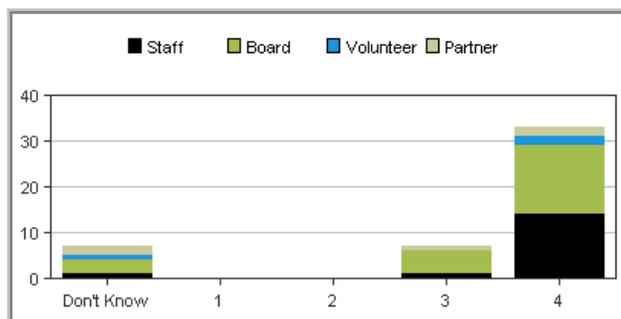
| Possible Responses: | Don't Know | 1 | 2 | 3 | 4 | Total |
|----------------------------|-------------------|----------|----------|----------|-----------|--------------|
| Staff | 1 | 0 | 0 | 1 | 14 | 16 |
| Board | 3 | 0 | 0 | 5 | 15 | 23 |
| Volunteer | 1 | 0 | 0 | 0 | 2 | 3 |
| Community Partner | 2 | 0 | 0 | 1 | 2 | 5 |
| Total | 7 | 0 | 0 | 7 | 33 | 47 |

Key:

- 1 United Way maintains limited support of back-office activities. Back office functions are designed to support a resource development/fund distribution model. United Way has basic solutions to support resource development, and none of it is accomplished online. United Way does not have basic technology applications and does not use financial applications to support financial processes.
- 2 United Way maintains support of all back-office activities in-house. United Way has a few solutions to support community impact (e.g., volunteerism, charitable event management, 2-1-1 or Information and Referral, outcomes measurement) as well as to support resource development (marketing, pledge/gift capture, processing and distribution, donation and donor tracking). United Way has limited online tools for this work. United Way has basic and reliable technology applications; access is closed and/or systems are not fully integrated. Security is minimal. United Way uses basic financial applications for some or most financial processes, but systems are not fully integrated.

- 3** United Way’s back-office supports community impact mission. United Way has several solutions to support community impact (e.g., volunteerism, charitable event management, 2-1-1 or Information and Referral, outcomes measurement) as well as to support resource development (marketing, pledge/gift capture, processing and distribution, donation and donor tracking). Some solutions are online. United Way has a system in place to support its customer relationship management processes. United Way leverages comprehensive financial applications for all finance processes. Systems integration is adequate. United Way leverages comprehensive technology applications, systems are closely integrated. Security is adequate.
- 4** United Way maximizes its effectiveness through the provision of comprehensive, quality and efficient back-office functions. United Way has a full suite of solutions to support community impact (e.g., volunteerism, charitable event management, 2-1-1 or Information and Referral, outcomes measurement) as well as to support resource development (marketing, pledge/gift capture, processing and distribution, donation and donor tracking). The majority of solutions are online. United Way has a dedicated system in place to support its customer relationship management processes. United Way retains Human Resource expertise and has fully developed HR administration and programming, including thoughtful and inclusive HR programs and policies. United Way leverages leading-edge a) financial applications to provide comprehensive, integrated general ledger, accounts payable, accounts receivable, budgeting and financial reporting functionality b) applications that support integrated technology solutions and high degrees of security and information.

Response by Role



Comments

- Seen in action
- I reviewed each of the examples above and confirmed that we have each resource in place.
- UWSL is dedicated to efficiency and interdepartmental support, with robust strategies to maximize its effectiveness.
- We are extremely sophisticated in this area and can answer yes to every item outlined in #4.
- I would say that our back office is high functioning, further along than most. Of course there is always room for improvement in system securities, HR programs and policies, data integration and more.
- As described above - top notch in every way.

- We are constantly evaluating how to better serve our staff and increase our efficiency.
 - I'm unaware of the HR practices.
 - As a board member, I do not have sufficient information to answer this question.
 - As a newer board member, I feel ill-equipped to effectively answer this question. I see some elements in a couple of the answer options offered. I hate to weigh in when I don't feel I'm quite up to speed yet on this.
 - They are very confidential with all financial and related information. We are reminded to keep all materials confidential. We work with a number of back-office staff members and they are always very professional.
-

7. COST ANALYSIS: United Way maximizes its community impact by utilizing its resources in the most efficient and effective manner.

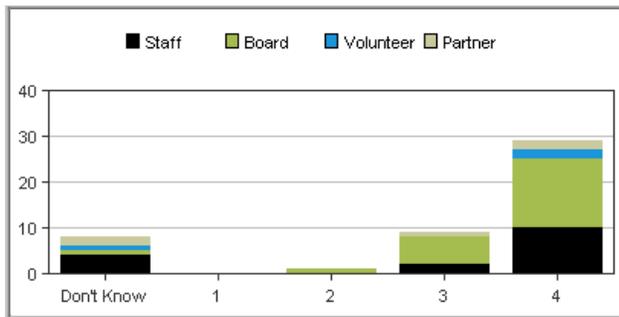
Response Chart

| Possible Responses: | Don't Know | 1 | 2 | 3 | 4 | Total |
|---------------------|------------|----------|----------|----------|-----------|-----------|
| Staff | 4 | 0 | 0 | 2 | 10 | 16 |
| Board | 1 | 0 | 1 | 6 | 15 | 23 |
| Volunteer | 1 | 0 | 0 | 0 | 2 | 3 |
| Community Partner | 2 | 0 | 0 | 1 | 2 | 5 |
| Total | 8 | 0 | 1 | 9 | 29 | 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. Cost analyses include indirect expenses of rent, utilities, management overhead, etc.
- 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 ensure staff and staff time are appropriately distributed against priority issues and impact strategies. United Way seeks the most cost-effective delivery means while maximizing return.

Response by Role



Comments

- Lots of post-assessment conversations.
 - Although our cost/benefit analyses are not complex, they are thorough and are always top-of-mind.
 - We are currently implementing new account recording practices to better track spending for cost/benefit analysis in all areas of our work.
 - Our approach to accounting and cost analysis adapting to the complexity of the collective impact work and is increasingly sophisticated.
 - We have secured corporate Cornerstone partners who underwrite our costs of doing business. All expenditures are approved by the board. We are incredibly cost effective.
 - The work in Collective Impact is unique in many respects to our United Way, making cost analysis against other UW's and providers difficult if not frequently irrelevant since no other UW is doing exactly the same kind of work, in the same way.
 - This is shown regularly in board meetings
 - My perception from reports made to the board is that we are in #4. We could be between #3 and #4.
 - I believe the organization has effective systems for evaluating effectiveness of resources expended and reports continually to the board on this.
 - This is reflective mostly of my own program and what I know of other programs and activities.
-

8. RISK MANAGEMENT: United Way is intentional and comprehensive in the protection of the organization’s assets (brand, financial, property, and people).

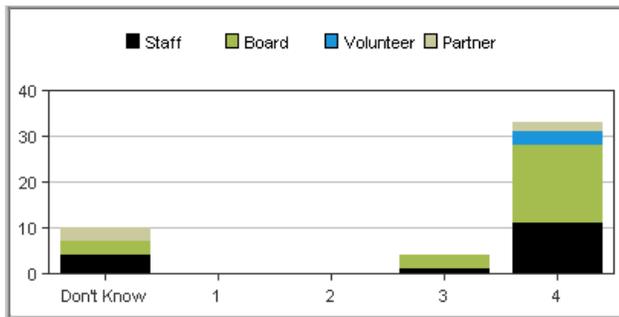
Response Chart

| Possible Responses: | Don't Know | 1 | 2 | 3 | 4 | Total |
|---------------------|------------|----------|----------|----------|-----------|-----------|
| Staff | 4 | 0 | 0 | 1 | 11 | 16 |
| Board | 3 | 0 | 0 | 3 | 17 | 23 |
| Volunteer | 0 | 0 | 0 | 0 | 3 | 3 |
| Community Partner | 3 | 0 | 0 | 0 | 2 | 5 |
| Total | 10 | 0 | 0 | 4 | 33 | 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 insurance). United Way retains legal representation, on a paid or pro-bono basis, for all significant legal matters. United Way has a media plan to respond to incidents that could damage the United Way’s brand or reputation. United Way regularly reviews and updates its policies and procedures.

Response by Role



Comments

- I reviewed the examples and am aware that we have all of the resources in place. I am often in the room for review and update of these procedures/policies and can confirm that the review is thorough and thoughtful.
 - I think #3, but without being sure I don't want to answer.
 - UWSL is incredibly diligent in mitigating risk. Its Investment Committee diligently overlooks its accounts, and frequently reviews its policies to ensure that they reflect current business practice and new/previously unforeseen risk.
 - Yes, yes and yes.
 - We are only lacking a media plan for incident response, however, the need has recently been discussed.
 - As described above.
 - United Way is very effective at managing and mitigating risk
 - We discuss this regularly in the governance committee and at board meetings.
-

9. BUSINESS CONTINUITY: United Way has a comprehensive business continuity plan to ensure appropriate and timely internal actions following major crises, disasters or loss of key staff.

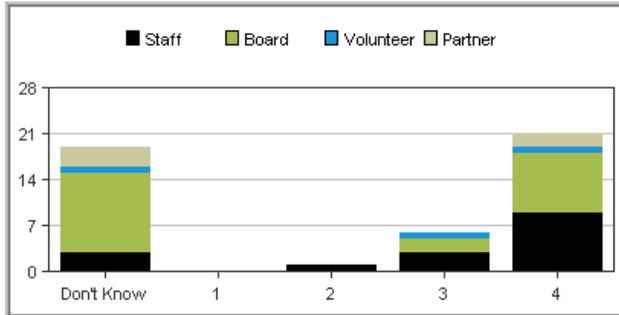
Response Chart

| Possible Responses: | Don't Know | 1 | 2 | 3 | 4 | Total |
|---------------------|------------|----------|----------|----------|-----------|-----------|
| Staff | 3 | 0 | 1 | 3 | 9 | 16 |
| Board | 12 | 0 | 0 | 2 | 9 | 23 |
| Volunteer | 1 | 0 | 0 | 1 | 1 | 3 |
| Community Partner | 3 | 0 | 0 | 0 | 2 | 5 |
| Total | 19 | 0 | 1 | 6 | 21 | 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 volunteers. United Way does not have specific contingency plans based on unexpected loss of key staff. United Way has a plan which neither denotes responsibilities by resource nor back-up resources for each activity.
- 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. United Way has a plan that denotes responsibilities by resource, along with back-up resources for each activity.
- 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 resources for each activity. The plan is well documented and known by all staff and volunteers.

Response by Role



Comments

- I have seen this plan and heard it be reviewed with all staff on more than one occasion.
 - Yes, our Operations Director has worked hard on a business continuity plan.
 - We have a disaster response plan for local disasters and crises. We do not have a plan for the loss of key staff.
 - As described above. With our growth we should perhaps review this more frequently.
 - This is very impressive and is communicated well
 - We have discussed this issue in the governance committee, but I do not know where we are on this.
 - Not positive if this is written and known to volunteers - but I know there is a plan.
 - The plan could be more widely reviewed and acknowledged, especially since we house a 2-1-1 that would response during a disaster and all staff would need to be available to be supportive.
-

10. FACILITIES: United Way provides a safe, welcoming physical environment that is accessible, practical, recognizable, and expressive of the organization’s mission.

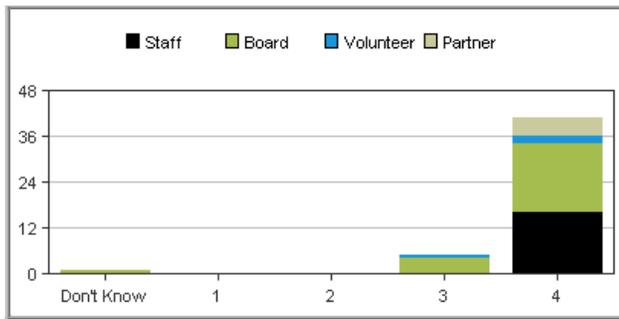
Response Chart

| Possible Responses: | Don't Know | 1 | 2 | 3 | 4 | Total |
|---------------------|------------|----------|----------|----------|-----------|-----------|
| Staff | 0 | 0 | 0 | 0 | 16 | 16 |
| Board | 1 | 0 | 0 | 4 | 18 | 23 |
| Volunteer | 0 | 0 | 0 | 1 | 2 | 3 |
| Community Partner | 0 | 0 | 0 | 0 | 5 | 5 |
| Total | 1 | 0 | 0 | 5 | 41 | 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

- I observe our office's physical environment to meet these benchmarks during the substantial time I spend in the space.
 - Beautiful facilities.
 - The building we occupy is older and is not 100% ADA compliant, though building management has made necessary accommodations to the building when requested.
 - Couldn't be better.
 - the move to the new facility a few years ago was a great one
 - I visit their premises regularly.
 - I'm thinking that while the space is generally ADA compliant, entrance doors are heavy and I don't recall there being an electronic mechanism by which they could be opened by someone of limited physical capacity.
-

11. FINANCIAL POLICIES: In order to maintain the public’s trust, United Way has written policies and procedures in place to ensure strong financial management, compliance with legal and regulatory requirements, compliance with all United Way Worldwide (UWW) membership requirements, and internal controls over all United Way resources that will further its mission.

Response Chart

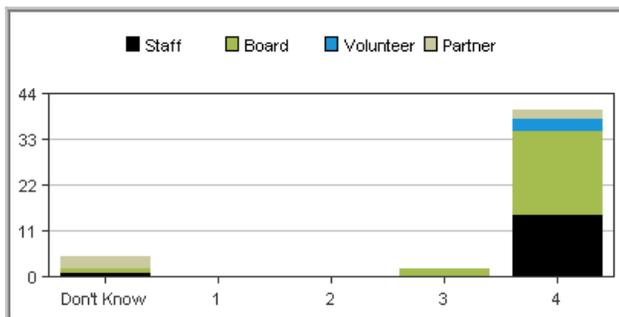
| Possible Responses: | Don't Know | 1 | 2 | 3 | 4 | Total |
|----------------------------|-------------------|----------|----------|----------|-----------|--------------|
| Staff | 1 | 0 | 0 | 0 | 15 | 16 |
| Board | 1 | 0 | 0 | 2 | 20 | 23 |
| Volunteer | 0 | 0 | 0 | 0 | 3 | 3 |
| Community Partner | 3 | 0 | 0 | 0 | 2 | 5 |
| Total | 5 | 0 | 0 | 2 | 40 | 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 UWW membership requirements. 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 organization in the hope of stopping it).
- 2 United Way has written policies in place to ensure compliance with UWW membership requirements and legal and regulatory requirements, including those required by Sarbanes-Oxley (whistleblower protection policy and a document retention or destruction policy). The United Way’s finances are reported at least quarterly to the board. 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 board.

- 3** United Way has written policies in place to ensure compliance with UWW membership requirements and legal and regulatory requirements, including those required by Sarbanes-Oxley (whistleblower protection policy and a document retention or destruction policy).. United Way has some, but not all, written policies to ensure proper financial management and resource management. The United Way’s finances are reported at least quarterly to the board. 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 safeguard assets and ensure accuracy of financial statements that are occasionally reviewed by United Way auditors and the United Way board.
- 4** United Way has written policies in place to ensure compliance with UWW membership requirements and legal and regulatory requirements, including those required by Sarbanes-Oxley (whistleblower protection policy and a document retention or destruction policy). United Way has written policies to ensure proper financial and resource management (including internal controls, budgets, campaign accounting, contracts and capital expenditures). The United Way’s finances are reported at least quarterly to the board. 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 safeguard assets and ensure accuracy of financial statements that are regularly reviewed by the United Way auditors and United Way board.

Response by Role



Comments

- Personal observation
- While I have not participated directly in creating these policies/resources, I am aware that our finance and administration staff and board committee have them in place. I have seen auditors review our statements and been in board presentations that did the same.
- UWSL takes governance and transparency very seriously, and regularly reviews its policies and internal controls.
- Yes!
- As described above - we are extremely thorough in this regard.
- yes, we do all of these things.
- all board members sign this annually

- I have been an active member of the governance committee and have helped write a number of these policies. I am a member of the board and familiar with UWSL's operations.
 - We have had excellent leadership here.
-

12. PUBLIC REPORTING AND TRANSPARENCY: United Way is open and candid about its activities and operations. It provides public access to documents appropriate to ensure transparency in governance, finance, allocations, and ethical matters.

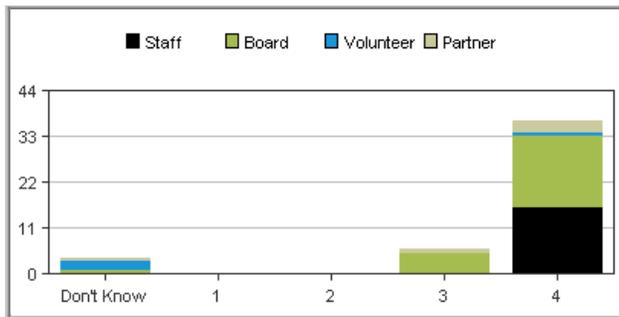
Response Chart

| Possible Responses: | Don't Know | 1 | 2 | 3 | 4 | Total |
|---------------------|------------|----------|----------|----------|-----------|-----------|
| Staff | 0 | 0 | 0 | 0 | 16 | 16 |
| Board | 1 | 0 | 0 | 5 | 17 | 23 |
| Volunteer | 2 | 0 | 0 | 0 | 1 | 3 |
| Community Partner | 1 | 0 | 0 | 1 | 3 | 5 |
| Total | 4 | 0 | 0 | 6 | 37 | 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, board membership listing, allocations, code of ethics and ethics officer, and the IRS Form 990. These documents are posted to the United Way’s web site for immediate public access, and written public requests for these documents are fulfilled within 10 business days.

Response by Role



Comments

- I can point to where on the website these documents are posted for public access.
 - UWSL's website provides a wealth of information for the public including the mission, audit, form 990, Board membership, all corporate policies, etc. When appropriate, this information is always provided in a timely manner to those who request it.
 - We have eliminated the word "allocation" from our vocabulary, but everything else is a strong yes!
 - As describe above - though we do not make "allocations" as we do not consider that practice to be consistent with a community/collective impact mission.
 - we are completely transparent
 - very good reporting in place through website and social media as well
 - I am a member of the board and familiar with UWSL's operations.
-

13. INVESTMENT POLICIES: United Way has board-approved, sound and prudent investment policies and financial practices that adhere to fundamental fiduciary duties of loyalty, impartiality and prudence in maintaining overall portfolio risks at a reasonable level.

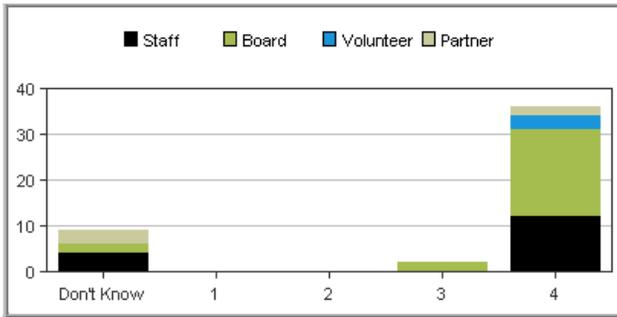
Response Chart

| Possible Responses: | Don't Know | 1 | 2 | 3 | 4 | Total |
|----------------------------|-------------------|----------|----------|----------|-----------|--------------|
| Staff | 4 | 0 | 0 | 0 | 12 | 16 |
| Board | 2 | 0 | 0 | 2 | 19 | 23 |
| Volunteer | 0 | 0 | 0 | 0 | 3 | 3 |
| Community Partner | 3 | 0 | 0 | 0 | 2 | 5 |
| Total | 9 | 0 | 0 | 2 | 36 | 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 revenue and expenses to avoid cash flow issues.

Response by Role



Comments

- Our gift acceptance policy addresses these issues.
 - Yes. In addition, we have a separate Investment Committee.
 - As described.
 - I am a member of the board and familiar with UWSL's operations.
-

14. LEADERSHIP COMMITMENT TO COMMUNITY IMPACT & TURNING OUTWARD: (CEO, Sr. Staff, Board)

The CEO, senior staff and board leadership are committed both in word and deed to getting results on community issues by basing decisions on direct knowledge of the community and implementing the community impact business model. They are committed to innovation and willing to personally wrestle with ambiguity and uncertainty.

Response Chart

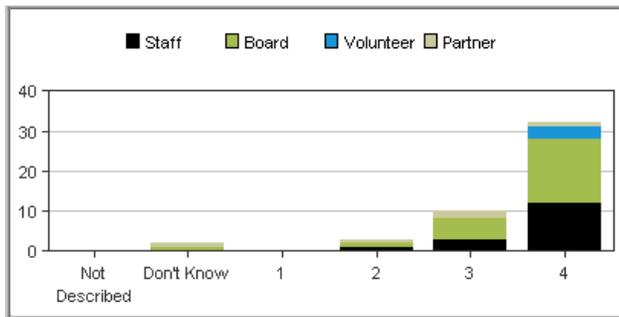
| Possible Responses: | Don't Know | 1 | 2 | 3 | 4 | Not Described | Total |
|---------------------|------------|----------|----------|-----------|-----------|---------------|-----------|
| Staff | 0 | 0 | 1 | 3 | 12 | 0 | 16 |
| Board | 1 | 0 | 1 | 5 | 16 | 0 | 23 |
| Volunteer | 0 | 0 | 0 | 0 | 3 | 0 | 3 |
| Community Partner | 1 | 0 | 1 | 2 | 1 | 0 | 5 |
| Total | 2 | 0 | 3 | 10 | 32 | 0 | 47 |

Key:

- 1 • A commitment to lasting community change is visible in the organization’s written mission, vision and goal
 - CEO, senior team and Board express commitment to basing decisions on direct knowledge of the community and mobilizing for impact.
 - CEO and Board are gaining greater understanding of the practical implications of moving to the United Way business model.
 - Board champions of the change are being identified and nurtured by staff and their peer
 - CEO demonstrates strong change leadership skills.
 - CEO ensures that organization has a strong diversity and inclusion policy, it is widely shared.

- 2 • CEO and Board are personally involved in gathering knowledge of the community and using it in decision making. i.e., listening to, learning from and motivating diverse individuals, groups and sectors and making use of the information gathered.
 - CEO and Board are seen in the community speaking about the benefits of using knowledge of the community, and championing education, income and health causes.
 - Board champions bring others along in support of using knowledge from the community, lasting community change and education, income and health causes.
 - Board meetings begin to involve regular and substantive discussions about what is learned from the community, education, income and health causes, creating lasting change, and implementing the United Way business model.
 - CEO demonstrates and models an on-going willingness to learn and use what he/she learns in leadership and decision-making, ensures that diversity and inclusion are incorporated in the organization's work plans, makes talent recruitment and development a high priority, and has clear strategies to create an inclusive environment.
 - The senior team is demonstrating their understanding of using what is learned from the community and mobilizing for impact.
 - The CEO and senior team explore approaches to bolster organizational alignment and integration.
- 3 • CEO holds himself/herself and the organization accountable for an inclusive organizational environment, taking action based on what is learned from the community; achieving measurable impact on education, income and health issues; mobilizing the resources needed to get community results; and implementing the United Way business model.
 - Board meetings regularly involve substantive discussions about what is learned from the community; education, income and health causes; creating lasting change through public policy and other system change approaches, and implementing the United Way business model.
 - The senior team is gaining strength as a cross-functional unit taking action based on what is learned from the community to achieve goals.
 - The CEO and senior team establish policies and practices that bolster organizational alignment and integration.
 - CEO demonstrates political savvy and ability to deal well with ambiguity and uncertainty.
 - CEO and Board collaborate with other United Ways on common issues.
- 4 • All Board members hold themselves, the CEO and the organization accountable for taking action based on what is learned from the community; achieving measurable impact on education, income and health issues; mobilizing the resources needed to get community results; and implementing the United Way business model.
 - The senior team is focused on taking action based on what is learned from the community, creating an inclusive environment, making talent recruitment and development a high priority, and learning and course correction.
 - CEO demonstrates a full complement of solid leadership competencies and is focused on transforming the organization to deliver on the United Way business model.

Response by Role



Comments

- I'm not in meetings with the board. The CEO does these things at phase 4 levels
 - Over the past two years, based on contact with board members and senior staff, I feel that we have achieved this level of accountability. I see our senior team focused on the activities described in phase 4.
 - Yes, we rock!
 - We do not have an action plan around inclusion, talent recruitment and development.
 - UWSL is fully executing within Phase 4 and is a model in the UWW system (holding a 3rd Center of Excellence to share our journey and what we have learned).
 - I think you've used enough words for both of us.
 - United Way has an engaged and committed board
 - phase 3 and 4 are both applicable but we are in phase 4 for sure currently
 - I am a member of the board and fully understand where UWSL is on this matter.
 - The Phase 4 description is general and brief and doesn't allow for nuance.
-

15. TURNING OUTWARD TO THE COMMUNITY: United Way quickly starts orienting itself towards the community by engaging in community listening sessions and then sustains this orientation and looks for additional ways to engage more deeply with the community.

Response Chart

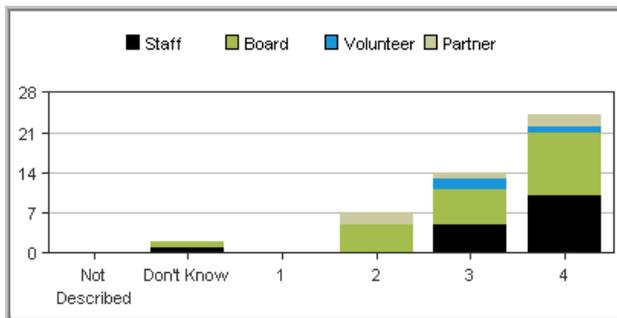
| Possible Responses: | Don't Know | 1 | 2 | 3 | 4 | Not Described | Total |
|----------------------------|-------------------|----------|----------|-----------|-----------|----------------------|--------------|
| Staff | 1 | 0 | 0 | 5 | 10 | 0 | 16 |
| Board | 1 | 0 | 5 | 6 | 11 | 0 | 23 |
| Volunteer | 0 | 0 | 0 | 2 | 1 | 0 | 3 |
| Community Partner | 0 | 0 | 2 | 1 | 2 | 0 | 5 |
| Total | 2 | 0 | 7 | 14 | 24 | 0 | 47 |

Key:

- 1 • The organization displays a commitment to genuinely listen to the community in an ongoing way, understanding people’s aspirations and concerns, to communicate and act based on the reality of people’s lives, and set realistic expectations for change in the community.
 - United Way identifies diverse populations within the community it serves and engages in listening sessions with them.
 - United Way identifies themes from the community conversations – the community’s shared aspirations and concerns – and sharing them with conversation participants.
- 2 • United Way cultivates relationships with community leaders of influence in diverse segments of the community.
 - A broad cross-section of staff, senior leaders and the board participate in and/or have an active role in community listening sessions and other turning outward activities.
 - United Way is expanding the breadth and depth of staff, board and community members who can facilitate conversations and other turning outward activities.
 - The themes from the conversations and other turning outward activities are being shared in the community, and people have the opportunity to discuss them.
 - There are ongoing communications to build relationships with conversation participants and engage them in efforts aligned with their aspirations.

- 3 • United Way is initiating broadly framed listening sessions with diverse segments of the community while pursuing more focused conversations on specific priority issues to learn about obstacles, success factors and potential strategies.
 - Information from the community conversations is informing relationship building, strategy development and action planning.
 - United Way is instituting other activities to gain knowledge of the community beyond in-person listening sessions. (e.g. using social media).
 - United Way is regularly using what is learned through listening to the community in decision-making, innovation, planning, and leveraging relationships.
 - Based on local data and community conversations, key community priorities are being defined and clearly articulated by United Way and its partners.
- 4 • The organization’s messages reflect the community’s shared aspirations and concerns.
 - Activities to gain knowledge of the community are being executed across all United Way functional areas by a cross-section of staff and volunteers.
 - Staff is held accountable for gaining knowledge of the community as part of their performance measurement system.

Response by Role



Comments

- I think we are executing our plan well, but we don't talk a lot about what the community is saying about our plan or about other needs.
- We are getting better and better at creating the trust that is needed to get honest information from community leaders. We have infrastructure in place to be able to capture more input from community MEMBERS, and our next step is to create the processes to absorb and act even more fully on that input.
- Yes!
- UWSL is fully executing within Phase 4 and is a model in the UWW system (holding a 3rd Center of Excellence to share our journey and what we have learned). Actual community engagement - beyond simply holding listening sessions - is an ongoing challenge, but is a priority within our partnerships.
- I am a member of the board and familiar with where UWSL is on this issue.
- I know that there are key stakeholders with whom UW regularly remains in communication. I also know that the UW of Salt Lake regularly conducts focus groups; but with whom, I'm not exactly clear. Are we regularly inviting folks of varying class and ethnicities, representing our

clientele to provide input and feedback? Possibly, but I'm not sure how rigorous this might be.

16. PUBLIC COMMITMENT TO AN ISSUE(S): United Way is seen in the community as speaking authentically about creating opportunities for a better life by advancing education/income/health issue(s) using both knowledge from the community and from experts. United Way makes a public commitment to support and mobilize the caring power of the community in addressing one or more priority issues in education/income/health.

Response Chart

| Possible Responses: | Don't Know | 1 | 2 | 3 | 4 | Not Described | Total |
|---------------------|------------|----------|----------|----------|-----------|---------------|-----------|
| Staff | 0 | 0 | 0 | 3 | 13 | 0 | 16 |
| Board | 1 | 0 | 2 | 1 | 19 | 0 | 23 |
| Volunteer | 0 | 0 | 0 | 0 | 3 | 0 | 3 |
| Community Partner | 0 | 0 | 1 | 0 | 4 | 0 | 5 |
| Total | 1 | 0 | 3 | 4 | 39 | 0 | 47 |

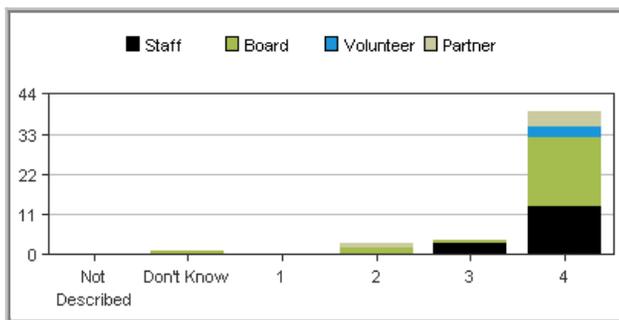
Key:

- 1 • United Way collects information on community aspirations and concerns, issues of concern for community leaders and quantitative data on the status and trends of those community issues.
 - United Way gathers information on the capacity of the community to collaborate and take action on these issues of concern
 - United Way is sharing this knowledge of common community aspirations and concerns broadly with partners and potential partners.
- 2 • United Way supports community partnerships in choosing priority community issues using information on community aspirations and concerns, the issues of concern for community leaders, the capacity of the community to collaborate and take action on these issues and quantitative data on the status and trends of those community issues
 - The Board and staff make an organizational commitment to address one or more priority

community issues.

- United Way supports community partnerships in developing goals on priority issues using knowledge of community aspirations and concerns and quantitative data on the status and trends of those community issues.
- 3** • United Way declares publicly in collaboration with partners, that it will work to achieve goals set with the community on priority issues.
- United Way is being asked regularly to speak about community aspirations and creating opportunities for a better life by advancing education, income and health issues.
- 4** • United Way publicly holds itself and others accountable for progress on achieving the goals set on the priority issue. This is reflected in organizational goals and performance measures.
- United Way’s internal and external activities and communications reflect and reinforce the goals and priority issue and the commitment it has made.

Response by Role



Comments

- I see this all the time
 - I believe we are the best in the nation at this.
 - UWSL is fully executing within Phase 4 and is a model in the UWW system (holding a 3rd Center of Excellence to share our journey and what we have learned).
 - United Way makes every effort to hold itself accountable and reinforce ethics and governance
 - I am a member of the board and am familiar with where UWSL is on this spectrum.
-

17. DEEPEN RELATIONSHIPS WITH INDIVIDUALS, INSTITUTIONS AND INFORMAL NETWORKS: United Way builds and sustains relationships with individuals, institutions, and coalitions around issues that matter to the community.

Response Chart

| Possible Responses: | Don't Know | 1 | 2 | 3 | 4 | Not Described | Total |
|---------------------|------------|----------|----------|-----------|-----------|---------------|-----------|
| Staff | 0 | 0 | 0 | 5 | 11 | 0 | 16 |
| Board | 0 | 0 | 2 | 10 | 11 | 0 | 23 |
| Volunteer | 0 | 0 | 0 | 0 | 3 | 0 | 3 |
| Community Partner | 0 | 0 | 1 | 2 | 2 | 0 | 5 |
| Total | 0 | 0 | 3 | 17 | 27 | 0 | 47 |

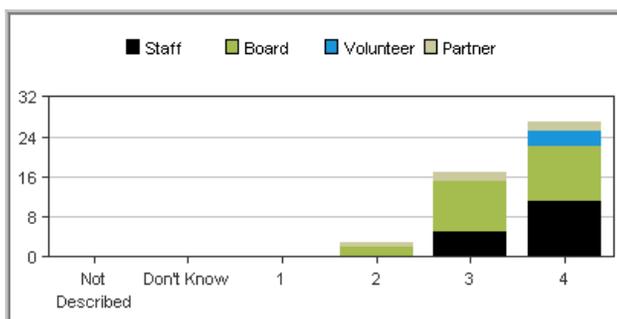
Key:

- 1 • United Way is identifying and collecting basic data on individuals and institutions who are interested in priority issues.
 - United Way is communicating at least quarterly with those who have expressed an interest in the issues.
 - United Way has made a commitment to having a relationship-oriented culture and has begun training to put relationship management practices, protocols and technology in place.
 - United Way has mapped out institutions, both formal and informal, that are working in the community on the issues.
 - United Way is making discovery visits and building new relationships with potential supporters and those working on the issues.
- 2 • United Way is gathering more specific data about supporter interests, expertise and preferred engagement styles/opportunities.
 - United Way has established a segment of diverse individuals and institutions who have expressed interest on the priority issues.
 - Relationship assignments and processes are in place to attract, retain and grow relationships with interested institutions and individuals.
 - United Way continues to cultivate prioritized relationships and involve those issue supporters in emerging strategy work that links to their interests.
 - Online engagement is being used as a tool to support relationship building.
 - United Way is developing relationships with key public policy-makers who have interest

in and influence on the issue.

- The emerging focus of United Way is being communicated with existing partners and relationships are changing appropriately.
- 3**
- Individuals and institutions who have expressed interest in the priority issue have joined a community coalition to address the issue.
 - United Way is communicating regularly (at least monthly) with issue supporters, keeping them informed of activities and seeking their involvement to give, advocate and volunteer.
 - United Way is segmenting issue supporters, learning more about them and communicating based on interests, preferences, message strategy, and a regular plan to ask, thank, inform and engage.
 - Communications with these supporters are two-way and elicit some opportunity for response.
 - United Way is tracking interactions and responses.
 - Supporters are being mobilized to take action (give, advocate and volunteer) and are doing so.
 - United Way is being called to the tables of others who are working on related pieces of the priority issues as a valued partner and advisor.
- 4**
- Relationships with issue supporters are strong and robust.
 - United Way's relationships adapt and grow as required. Partners keep each other engaged and motivated.
 - United Way's relationship base is diverse.
 - Supporters are recommending/ recruiting others to take action on the issues.
 - Relationships with partners are now focused primarily on community impact strategy implementation.
 - United Way is giving and sharing appropriate recognition that reinforces progress made in addressing priority issue

Response by Role



Comments

- I see this all the time
- We meet phase 4 benchmarks in all areas except the last bullet. We continue to grow in our ability to maintain the brand while publicly recognizing that any community-wide success is for the work of diverse partners, working together.

- We are 4+ because we have moved beyond community impact to collective impact
 - Again, UWSL is fully executing within Phase 4. The relationships described are the fundamental building block of successful collective impact and are central to everything we do.
 - United Way continues to develop and improve their communication with donors to include two-way communication with donors
 - I am a member of the board and very familiar with where UWSL is on this spectrum.
 - I need to understand with more specificity how UW Salt Lake is empowering the voice of the diverse populations we serve: are they helping us frame the direction we should go in serving their unique needs or are we solely developing strategies based on our interpretation of what the literature and best practices advise. Do our clients and their families have ownership in strategic development? I'm not quite sure.
 - This was one of the easiest questions to answer. This is where they excel. It's what they do and do very well.
 - Particularly true in the specific geographies in which we have chosen to invest. Not true in other geographies - this will take time but I believe our performance will demonstrate that our collective impact strategies work.
-

18. DEVELOP AND IMPLEMENT EFFECTIVE PARTNERSHIPS AND STRATEGIES WITH COMMUNITY FOCUS AND INVOLVEMENT: Community-wide strategies and approaches that are effective at getting lasting results for priority issues and populations are developed by community partnerships. * United Way shares accountability for implementation of the strategies and monitoring progress with other parties (e.g., coalition members, partner organizations). In the process, United Way is helping to strengthen the relationships, leaders, networks, and norms of communities for effective collaboration and taking action.

Response Chart

| Possible Responses: | Don't Know | 1 | 2 | 3 | 4 | Not Described | Total |
|----------------------------|-------------------|----------|----------|-----------|-----------|----------------------|--------------|
| Staff | 2 | 0 | 0 | 5 | 9 | 0 | 16 |
| Board | 1 | 0 | 0 | 11 | 11 | 0 | 23 |
| Volunteer | 0 | 0 | 0 | 1 | 2 | 0 | 3 |
| Community Partner | 0 | 0 | 1 | 1 | 3 | 0 | 5 |
| Total | 3 | 0 | 1 | 18 | 25 | 0 | 47 |

Key:

- 1 • United Way supports community partnerships in choosing priority community issues and declares publicly that it will work to achieve goals set with the community on those issues (see “16. Public Commitment to an Issue(s)”).
 - United Way’s desired roles in community level strategy development are clarified in relation to community partners.
 - United Way is learning about community change strategies and building its capacity to develop mutually reinforcing community strategies in order to effectively facilitate this work with community partnerships.
 - United Way is exploring research-based frameworks, clarifying its understanding of the priority issue and creating draft strategy maps and other tools that describe what it will take

to move the issue and the role(s) United Way might play.

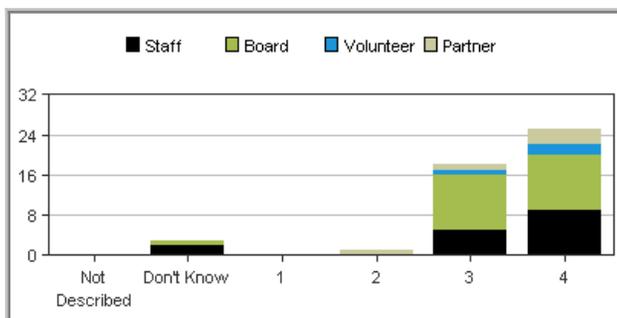
- Strategy development is informed by listening to different constituencies (including the target population) about the priority issue, building relationships with and listening to subject matter experts, theming what is heard, collecting data, and communicating broadly what is being learned.
- 2 • A cross-section of United Way staff and volunteers is beginning to develop strategies in partnership with other organizations, selected community members, potential donors/investors with expertise in the issue, and other partners.
- Community-level strategy development is supported by dedicated staff and has resources to sustain the process.
 - Evidence-based research, local data, knowledge of community aspirations and concerns, and perspectives of other stakeholders are being gathered. This information and the capacity of the community to collaborate and take action are being taken into account and used in strategy development and decision-making.
 - Deeper community conversations are being conducted to uncover positive building blocks for and barriers to intended results. This information is used in strategy development and to identify where to focus to build conditions for change -- where to bolster relationships, leaders, networks, and norms of communities for more effective collaboration and action.
- 3 • A formal coalition with roles agreed upon for partnership leadership, governance, and support, takes ownership for creating a community-wide strategy plan.
- Coalition partners are using evidence-based research, local data, public knowledge, and perspectives of other stakeholders to design strategies for addressing the most critical issues standing in the way of intended results. They also design approaches to implement the strategies that leverage local assets and strengthen relationships, leaders, networks, and norms of communities.
 - United Way has created a public policy agenda that supports the broader community agenda on priority community issues.
 - A measurement plan is being developed to capture progress and results of community strategies. Shared metrics are identified.
 - Resources (dollars, volunteers and expertise) needed to implement the strategies over multiple years have been estimated and resource development plans are generated.
 - Coalition partners have agreed on responsibility and accountability for implementing the strategies and associated resource generation.
 - Strategies and approaches include opportunities to engage supporters in giving, advocating and volunteering in support of results on the community issue.
 - United Way's work plans, budget and accountabilities are reflective of the role(s) it has promised to play in coalition support, and strategy implementation, and resource generation. United Way is planning for changes in its investment priorities in order to align them to support community strategy implementation.
 - Strategies not only focus on a specific community issue, but also strengthen the relationships, leaders, networks, and norms of communities, building sustainable pathways for improving local conditions.

* Some Definitions: Community-level change means targeting underlying issues and changing conditions in the community, creating lasting change in organizations, associations, systems, services, neighborhoods, networks, behavioral norms, etc.

The strategies aim to benefit a specific community population – defined geographically, demographically, or as experiencing a shared problem – not simply clients of human service programs, and not all children, adults, families, etc. and the strategies aim to help that population achieve a specific result in their condition or status.

- 4 • A formal coalition is implementing a community-wide strategic plan to address priority community issues.
 - United Way and other partners are fulfilling their agreed-upon roles and commitments in these areas:
 - o Partnership leadership, governance, and support
 - o Strategy implementation
 - o Data Sharing
 - o Resource generation (dollars, volunteers and expertise)
 - o Aligning of investments
 - Coalition partners are meeting regularly to review data on progress and results and course correct as needed.

Response by Role



Comments

- I'm pleased to be one of these partners
- My answer would be 4 except that we are not "community-wide" in the broad sense. We are broad within smaller subsets of the entire service area.
- We meet all benchmarks for phase 4, with the exception in some settings of shared accountability for resource generation. Some community partners continue to struggle to see UWSL as something other than major funder of the shared initiatives and to take personal responsibility to raise resources.
- Yes on all, although the progress is sometimes slower than we would like on getting partners to follow through on their agreed-upon roles.
- Again, UWSL is fully executing within Phase 4 and clearly has in place each of the success indicators described above.
- We are on a full, 100% Collective Impact model. Data sharing is a KEY.
- UWSL is a results driven organization all across the board on all partnerships
- I am a member of the board and am familiar with where UWSL is on this spectrum.
- Our collective impact model incorporates elements in phase 3
- Phase 4 description fits them to a tee. This says it all. They do all of theses.

- We are on a path that will get to Phase 4 but the collective impact work takes time.



19. MOBILIZE RESOURCES – GIVE, ADVOCATE AND VOLUNTEER: United Way provides opportunities for more people to take action (to give, advocate and volunteer) in support of priority community issues and strategies. United Way’s actions to mobilize resources are done in collaboration and coordination with the efforts of other community partners who have responsibility and accountability for community strategy implementation.

Response Chart

| Possible Responses: | Don't Know | 1 | 2 | 3 | 4 | Not Described | Total |
|----------------------------|-------------------|----------|----------|-----------|-----------|----------------------|--------------|
| Staff | 1 | 0 | 0 | 5 | 10 | 0 | 16 |
| Board | 0 | 0 | 0 | 6 | 17 | 0 | 23 |
| Volunteer | 0 | 0 | 0 | 2 | 1 | 0 | 3 |
| Community Partner | 0 | 0 | 1 | 2 | 2 | 0 | 5 |
| Total | 1 | 0 | 1 | 15 | 30 | 0 | 47 |

Key:

1 GIVE

- United Way’s corporate call approach includes listening to the community aspirations, corporate social responsibility and business goals of their companies.
- United Way is collecting personal email addresses of workplace donors and entering them in the relationship management system.
- United Way has scoped potential investors in the priority issue and is involving them in community listening sessions and strategy development activities as appropriate.
- United Way is making plans for workforce engagement to include the identification of corporate affinity groups/employee resource groups.
- United Way has analyzed “churn” and is implementing action steps based on the analysis.
- United Way is thanking, informing, and celebrating all donors.
- United Way is prioritizing corporate relationships based on potential support for enhanced and year-round workforce engagement.
- United Way is identifying new and re-evaluating existing affinity groups/high potential segments, discovering interests and enhancing engagement with members of those

segments.

- United Way has the basic campaign infrastructure in place including volunteer leadership, employee campaign coordinator training and campaign best practices.

ADVOCATE

- United Way has made an organizational commitment to advocacy.
- The board has discussed and set advocacy policies and parameters.
- United Way has some staff that have advocacy as part of their responsibilities.
- United Way and its partners have identified and are promoting a number of advocacy opportunities that are tied to the priority issue.

VOLUNTEER

- United Way has made an organizational commitment to provide strategic volunteer opportunities.
- United Way has a volunteer engagement strategy that indicates what activities United Way will and will not undertake and delivers effective volunteer management.
- United Way has staff dedicated and the capacity to deliver on a volunteer call to action, either internally or through partnership with another organization.
- United Way and its partners have identified volunteer opportunities that are tied to the priority issue.

2 GIVE

- United Way has engaged deeply with and is realizing strong support from the CEO and other executive management in prioritized companies.
- United Way is capturing data on current and potential supporters (both individuals and institutions) including their interests (through discovery and other methods) (see “17. Deepen Relationships with Individuals, Institutions and Informal Networks”).
- United Way is building and cultivating relationships with other key members of the workforce including the cultivation of corporate affinity groups/employee resource groups.
- United Way is identifying Corporate Social Responsibility goals in prioritized companies and is developing customized corporate engagement plans where there is alignment with United Way priority issues and strategies.
- United Way is implementing workforce engagement in a selected set of workplaces with year-round opportunities for employees to give, advocate and volunteer.
- United Way is communicating with individual workforce donors outside of the fall campaign environment about priority issues and strategies and progress made in them.
- United Way and its partners have identified the resources needed to deliver on community strategies.
- Multi-year resource development plans to execute community strategies are beginning to be developed.
- Staff is being trained in framing impact strategies as investment products (if community strategies are in development or have been established) and are doing product definition for their strategies.
- United Way is cultivating and stewarding affinity groups/high potential segments based on their interest in priority community issues and strategies.

ADVOCATE

- United Way has identified and begun promoting advocacy opportunities needed to

deliver on priority community issues and strategies.

- United Way has identified and implemented approaches for engaging and recruiting stakeholders, affinity groups, and business leaders in advocacy.
- United Way has mechanisms in place to build and maintain relationships with advocates.
- Staff is assigned to and effectively managing the advocate relationship.
- United Way is thanking, informing, and celebrating all advocates.

VOLUNTEER

- Information on volunteer opportunities and volunteer management is available in on-line database (either internally or with a partner)
 - United Way has identified and begun promoting volunteer opportunities needed to deliver on priority community issues and strategies.
 - United Way has mechanisms in place to build and maintain relationships with volunteers.
 - United Way proactively recruits volunteers for the cause.
 - Staff is assigned to and effectively managing relationships with volunteers.
 - United Way is thanking, informing, and celebrating all volunteers.
- 3** • Multi-year resource development plans for priority community issues and strategies are aligned with those of other partners, address funding, volunteer and advocacy needs, and are being implemented to attract human and financial resources.
- Resource development goals are multi-year and reflect the human and financial resources needed to deliver on priority community issues and strategies.
 - A growing number of volunteers, advocates, and affinity groups are connected to opportunities (including leadership roles in community efforts) that support priority community issues and strategies
 - High potential companies and individuals have been identified, solicited, and cultivated for major and principal gifts based on individual interests. Ongoing two-way communications and relationship management is in place for all donors, advocates, and volunteers.
 - United Way has a year-round calendar for communication to and engagement of supporters.

GIVE

- United Way is expanding workforce efforts beyond initial prioritized companies.
- Coalition partners are generating/contributing revenue and resources to deliver on the community strategies.
- United Way is attracting and growing diverse sources of revenue to support priority community issues and strategies.

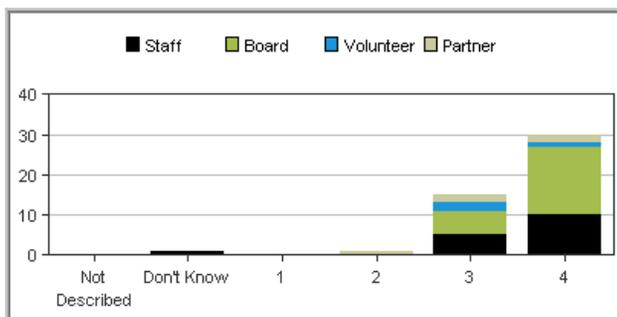
ADVOCATE

- United Way promotes advocacy opportunities needed to deliver on priority community issues and strategies.
- United Way has multiple approaches for engaging and recruiting stakeholders, affinity groups, and business leaders in advocacy.
- United Way builds and maintains relationships with advocates.
- Staff is assigned to and effectively managing the advocate relationship.
- United Way is thanking, informing, and celebrating all advocates.

VOLUNTEER

- A continuum of volunteer opportunities is available, ranging from episodic to ongoing, from non- to skills-based. They are also both online and on the ground.
 - There are volunteer engagement efforts for targeted affinity groups/high potential segments (e.g. women, young leaders, students).
 - There are turn-key signature volunteer events that promote and advance the priority issue.
- 4 • United Way leadership commitment, organizational strategies and Staff is in place to implement the resource development plans for priority community issues and strategies that support giving, advocating and volunteering.
- United Way is providing an outstanding year-round experience for all donors, advocates and volunteers.
 - There are significant numbers of active and engaged donors, advocates and volunteers working on the priority community issues and strategies.
 - Donors, advocates and volunteers are encouraging others to get involved with United Way around priority community issues and strategies Donors, advocates and volunteers take action on priority issues on their own initiative.

Response by Role



Comments

- We are recipients!
- Advocacy efforts seem to be better than fund-raising and volunteer successes.
- Our RD team has over the past two years re conceptualized how they engage donors and community members. Now all of the materials and messaging are around year round engagement, and we have thousands of active donors/advocates/volunteers.
- Yes, although I think it is impossible to get ALL donors to have an outstanding year-round experience. Some don't want one. We give people many different opportunities for year-round engagement.
- Again, UWSL is fully executing within Phase 4 and clearly has in place each of the success indicators described above.
- Year round strategies are firmly in place for corporations, donor networks and individuals to Give/Advocate/Volunteer.
- the cultivation of the donor network groups is what make this answer phase 4 instead of 3
- I have personally seen UWSL's work on this issue for many years.
- Our resource development strategies and outcomes are exemplary.

- I selected three, only because although we are well on our way to 4... its getting close but not quite there. I realize, however, this is a long term goal. I see things changing quickly and positively.
 - We do a great job promoting and expanding our existing networks. More outside-the-box thinking is needed to expand our donor base to meet aggressive spending forecast long term.
-

20. MEASURE AND EVALUATE RESULTS AND ADAPT STRATEGIES.: United Way uses reasonable and appropriate metrics to gauge progress and results of community strategies and organizational business practices. United Way shares strategy progress and results with the community and uses the knowledge about progress and changing community conditions to recalibrate strategies and plans.

Response Chart

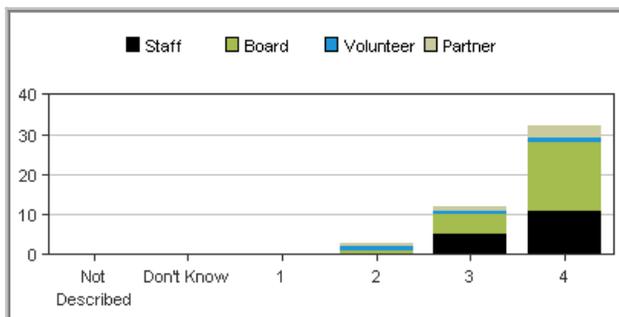
| Possible Responses: | Don't Know | 1 | 2 | 3 | 4 | Not Described | Total |
|---------------------|------------|----------|----------|-----------|-----------|---------------|-----------|
| Staff | 0 | 0 | 0 | 5 | 11 | 0 | 16 |
| Board | 0 | 0 | 1 | 5 | 17 | 0 | 23 |
| Volunteer | 0 | 0 | 1 | 1 | 1 | 0 | 3 |
| Community Partner | 0 | 0 | 1 | 1 | 3 | 0 | 5 |
| Total | 0 | 0 | 3 | 12 | 32 | 0 | 47 |

Key:

- 1 • United Way is developing and tracking metrics for activities that gather information about the community (see “15. Turning Outward to the Community”) and the diversity of people/institutions reached.
 - United Way is developing metrics and beginning to track progress on relationship management and individual engagement strategies.
- 2 • United Way is developing metrics for progress and results of all other key business practices.
 - United Way is sharing early progress reports of its activities that gather information about the community with the community while also sharing the results of the diversity of people engaged.
 - United Way is regularly tracking progress on relationship management and individual engagement strategies.
 - United Way and its partners are developing plans to measure progress and results of emerging community strategies, resource development plans, and United Way’s and partners’ roles within them.
 - Required measurement capacities and capabilities are being acquired and put in place.

- 3 • Metrics and tracking systems are in place to measure progress and results of community strategies, resource development plans, and United Way and partners' roles within them. These include measures for short-term success against long-term goals.
 - Metrics for progress and results of strengthening the relationships, leaders, networks, and norms of communities are being developed.
 - United Way and its partners regularly assess data on progress and results of community strategies, resource development plans, and United Way's and partners' roles within them.
 - Members of the community and supporters are providing feedback and their perception of progress on strategies, the relationship experience, and impact on goals.
 - United Way is tracking metrics for all key business practices.
- 4 • United Way and its partners regularly identify problem areas and improvements needed and adapt community strategies, resource development plans, etc. to improve effectiveness.
 - United Way and its partners systematically share progress, results, and course corrections of mobilization and community change strategies with investors, other stakeholders, and the community at large.
 - Progress and results of strengthening the relationships, leaders, networks, and norms of communities is being measured.
 - United Way is assessing progress on key business practice metrics and adapting as needed.

Response by Role



Comments

- We go over this all the time
- We engage regularly in the type of continuous improvement described in phase 4, and we have worked measurements of outputs into job descriptions throughout the organization. We meet regularly to honestly discuss progress on key metrics and to make commitments to course corrections.
- We're the leaders in this arena, to me.
- I believe that our data collection and research practices are probably the most advanced in the United Way system.
- Again, UWSL is fully executing within Phase 4 and clearly has in place each of the success indicators described above. As mentioned previously, UWSL practices "continuous improvement" within each of our partnerships and is constantly evaluating and adapting.
- United Way is engaging partners to implement its community strategy

- I am involved in this work as a member of the Continuous Improvement Council and board.
 - Metrics are in place and effectively evaluated, however, again, I'm not quite sure how clientele are involved in helping us define these goals and metrics. They should have a part in this. We need to be doing things with people not just for people.
 - Feedback and implementing changes are handled as needed. They have solutions or as a team we find solutions to problems.
-

21. COMMUNICATE STRATEGICALLY TO ACCELERATE IMPACT: United Way regularly communicates using a variety of media with individuals (e.g., donors, opinion leaders), organizations (community partners, funded agencies) and the general public about the work underway through community partnerships to address priority issues (see “16. Public Commitment to an Issue(s)”). In this way United Way engages more people more directly to fuel impact strategies through giving, advocating and volunteering.

Response Chart

| Possible Responses: | Don't Know | 1 | 2 | 3 | 4 | Not Described | Total |
|---------------------|------------|----------|----------|-----------|-----------|---------------|-----------|
| Staff | 0 | 0 | 0 | 3 | 13 | 0 | 16 |
| Board | 2 | 0 | 0 | 9 | 12 | 0 | 23 |
| Volunteer | 0 | 0 | 0 | 2 | 1 | 0 | 3 |
| Community Partner | 0 | 0 | 2 | 2 | 1 | 0 | 5 |
| Total | 2 | 0 | 2 | 16 | 27 | 0 | 47 |

Key:

- 1 • United Way staff (community impact, resource development, volunteer/2-1-1, finance/operations and the CEO) and board members understand brand and issue message principles, context and opportunities.
- United Way begins to hold – and promote – community conversations (following Harwood-United Way guidelines) across all segments of the community including with staff, board, community partners, donors and target populations of impact strategies.
- Community conversations are themed and shared with conversation participants
- United Way develops a communications plan to publicly elevate the priority issue(s), educating the community about the priority issue(s), and engaging the public, community conversation participants, donors and volunteers in meaningful solutions to community challenges. In coordination with community impact and resource development functions, key audiences, desired actions and effective, targeted communications strategies and tactics

are identified as part of the plan.

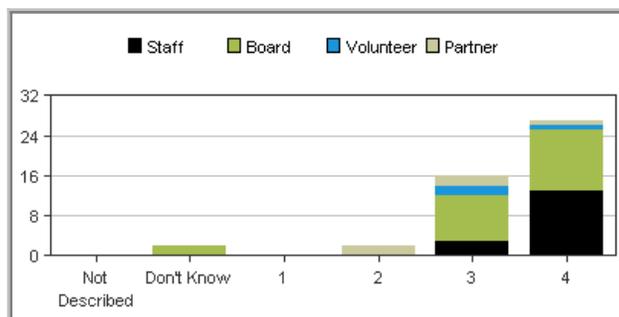
- Key messaging is developed, following learnings of UWW issue research that will resonate with key audiences. The message platform incorporates community aspirations and concerns, United Way's and community partnership's issue focus, issue results or goals, and opportunities for individuals and organizations to boost results or meet goals.
- 2** • United Way identifies a “signature issue” (in coordination with partners and based on themes of community conversations, data on status and trends of issues, and other inputs) and sets out a concrete community goal (see “16. Public Commitment to an Issue(s)”) which is United Way's priority impact focus. The issue is framed in the context of the interconnected building blocks of education, income and health.
- The communications plan is refined to focus on a signature issue and strategies to address it – including current status of the issue, progress made by community partnerships addressing the issue, the community's aspirations and concerns, and concrete calls to action (giving, advocating, volunteering) that are proven to advance impact strategies.
 - Existing communications assets and activities – i.e., web site, newsletters, social media, PR, donor communications and event themes – are adjusted to reflect the signature issue. As a result, a theme begins to emerge from disparate communications activities, and the United Way's positioning as a driver of community change in this area begins to be solidified.
 - In coordination with community impact and resource development staff, the themes of community conversations are packaged with local data on the status and trends of the signature issue and the experts' point of view lending credibility to United Way's (and partners') focus on the issue. This information is shared in the community and opportunities to discuss the findings are provided.
 - United Way engages in a concerted opinion leader outreach effort (including corporate partner CEOs and C-Suite leaders) to share this information and generate dialogue.
 - Marketing, community impact and resource development staff collaborates with partners in community efforts to systematically collect stories of progress on priority community issues including initial changes in systems, organizations, and interim indicators and share these results.
 - There is minimal messaging to the general public around the details of how the work is being done. Instead, communications focus is put on goals, results and impact. (Except for the closest partners, few stakeholders want to hear about United Way's role, how work is getting done or other parts of the process.)
 - New staff, board members and key partners are trained on United Way's brand and issue messaging.
- 3** • United Way communicates interactively with affinity groups that are committed to addressing the “signature issue” or key focus areas.
- Existing champions for the signature issue – especially in the business community and affinity groups – are deployed in an ongoing Speaker's Bureau (on- and off-line) that lets them highlight the issue and results so far and call their peers into action.
 - The signature issue is beginning to be messaged in the workforce campaign, opportunities to discuss it are offered as well as engagement opportunities that can improve the issue.
 - Social media assets are leveraged with the public to elevate the signature issue and

engage individuals in solutions, while increasing interactive conversation.

- Execution of the issue-focused communications campaign proceeds with more community conversations to gauge people’s aspirations and concerns regarding the issue, interactive events (on-and off-line), and relevant volunteer and advocacy activities that engage more people in advancing strategies around the signature issue.
- Marketing, community impact, resource development and volunteer engagement staff integrate the thematic signature issue into all existing and planned activities and events.
- Media leaders are engaged on the signature issue as thought leaders helping to improve their community.

- 4 • Affinity groups are recruiting new members, generating significant dollars and showing tangible results from their efforts tied to the signature issue.
- The signature issue is the centerpiece of the workforce campaign, with thematic community conversations, supporting collateral materials, issue-specific volunteer and advocacy activity, and fund raising requests based on how community support on this issue is beginning to fuel community change.
 - Through the issue-focused communication campaign, United Way is sharing stories of progress and success with the community at-large, continually enlisting more new supporters outside the current donor base to join the cause and engage in giving, advocacy, and volunteering opportunities that move the strategies.
 - United Way and its partners develop strategies for focusing on a new core issue, either scaling up efforts to address the existing signature issue, or expanding into another issue area. This new work is framed in the context of the interconnected building blocks of education, income and health.

Response by Role



Comments

- All the time!
- Getting close to Phase 4
- Through my interaction with (and inclusion in) donor networks, foundation/corporate relationships and grant development, and our own internal campaign, I know that we meet this benchmark.
- Mostly aligned with 4, but defaulting to 3.
- Yes to everything identified here.
- Again, UWSL is fully executing within Phase 4 and clearly has in place each of the success

indicators described above.

- the concept of the community learning centers is clearly communicated as the centerpiece of the communication
 - I have personally seen UWSL's work on this issue over the past years.
 - The work and systems are effective by which we can communicate with our target audiences; however, we can improve upon the extent to which our audiences truly understand the impact of our efforts as well as reaping feedback from clientele and authentically incorporating their viewpoints and perspectives to adapting program elements.
 - Moving towards phase 4
-

22. LEARN AND INNOVATE: United Way regularly uses what it learns to innovate and adapt across all of its work (i.e., it is executing on the business model).

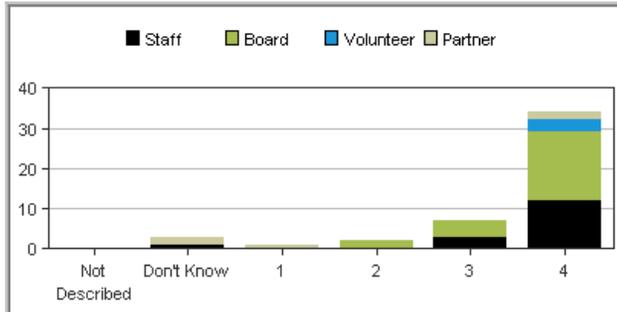
Response Chart

| Possible Responses: | Don't Know | 1 | 2 | 3 | 4 | Not Described | Total |
|---------------------|------------|----------|----------|----------|-----------|---------------|-----------|
| Staff | 1 | 0 | 0 | 3 | 12 | 0 | 16 |
| Board | 0 | 0 | 2 | 4 | 17 | 0 | 23 |
| Volunteer | 0 | 0 | 0 | 0 | 3 | 0 | 3 |
| Community Partner | 2 | 1 | 0 | 0 | 2 | 0 | 5 |
| Total | 3 | 1 | 2 | 7 | 34 | 0 | 47 |

Key:

- 1 • The organization is starting to designate regular times and spaces for many levels of staff to openly and honestly reflect on what is being learned.
 - The organization is documenting and using what is being learned to inform decision-making and actions.
- 2 • Many levels of Staff is participating in regularly designated times and spaces for open and honest reflection on what is being learned.
 - The board is beginning to openly and honestly reflect on what is being learned.
 - Local data, public knowledge, and perspectives of other stakeholders are brought together for innovation and planning.
 - United Way is communicating how what they are learning is making a difference.
- 3 • Staff and volunteers hold each other accountable for continuous learning and applying new knowledge.
 - Innovative solutions are encouraged and emerging.
- 4 • United Way is visibly a learning organization – continuously seeking opportunities to learn, valuing and acting on what is learned and eager to share those learnings with others.
 - United Way has processes and mechanisms for effective knowledge management (i.e., getting the right information to the right people at the right time).

Response by Role



Comments

- We do this together
 - We regularly share our learnings at national and local convenings, and we have structures in place related to knowledge management. In all of our Collective Impact job descriptions and hiring practices, the ability to 'fail forward,' learn, and act on learnings is paramount.
 - We received an award for innovation in 2013! Fantastic stuff.
 - I am unsure of the current mechanisms for effective knowledge management at my UW.
 - While I would say that we are "visibly a learning organization," (Phase 4), I do think one of our major challenges right now relates to having effective knowledge management. Given our growth, and the inherent complexity of rigorously implemented collective impact, this requires very advanced knowledge management practices. We have team within CI working aggressively on analyzing our current practices and recommending improvements.
 - the development of the branding including the website enhancements is a prime example here
 - I have watched UWSL on this for a number of years.
 - I see indications that the systems are in place...I need to know more about how the feedback from clientele and partners is used to adapt and change to be more effective.
 - Developing as a significant strength with partners and within selected geographies.
-

23. DEVELOP TALENT: United Way continuously re-evaluates and enhances staff and volunteer skills and competencies to optimize performance as a social change organization. United Way seeks staff and volunteers who have high technical skill in a core function, yet possess broad knowledge and a collaborative spirit.

Response Chart

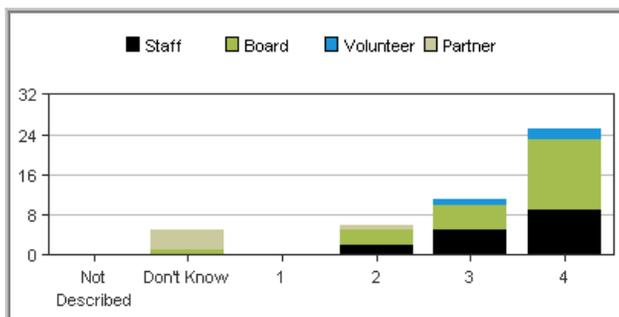
| Possible Responses: | Don't Know | 1 | 2 | 3 | 4 | Not Described | Total |
|---------------------|------------|----------|----------|-----------|-----------|---------------|-----------|
| Staff | 0 | 0 | 2 | 5 | 9 | 0 | 16 |
| Board | 1 | 0 | 3 | 5 | 14 | 0 | 23 |
| Volunteer | 0 | 0 | 0 | 1 | 2 | 0 | 3 |
| Community Partner | 4 | 0 | 1 | 0 | 0 | 0 | 5 |
| Total | 5 | 0 | 6 | 11 | 25 | 0 | 47 |

Key:

- 1 • United Way understands the competencies that are needed to deliver on the United Way business model.
 - Job descriptions, work plans and performance measures begin to reflect the skills and competencies needed for the business model.
 - United Way is using the network-wide talent management strategy and competency models to build its local strategy for recruitment and retention.
- 2 • United Way recruits staff and volunteers with needed skills and competencies as well as broad knowledge and a collaborative spirit.
 - United Way establishes diverse relationships with external constituents to proactively attract talent and build a pipeline of candidates (i.e., universities, board members, past employees and corporations).
 - Staff can explain how their roles contribute to United Way’s success as a social change organization.
 - Staff and volunteers can cite examples of positive changes in behaviors, actions and course corrections that have been made as a result of learning, reflection and innovation.

- 3 • All staff and volunteers are focused on creating change, building and creating relationships, and acquiring and deploying resources.
 - Job descriptions, work plans and performance measures support success in community engagement, relationship management, strategy development, and the other aspects of the United Way business model.
 - Staff and board are regularly provided development opportunities to increase understanding and improve skills.
 - United Way leverages its board and staff to help determine what career fairs to attend, where to place pro bono career advertising and other outreach opportunities.
- 4 • Mechanisms are in place for periodically evaluating staff and volunteer skills and competencies.
 - United Way is identifying high performing staff and volunteers and taking steps to retain and develop them.
 - Staff and volunteers have the skills and competencies necessary for United Way to succeed in turning outward, creating community change, building and deepening relationships, and acquiring and deploying resources.

Response by Role



Comments

- They have great staff
- We have minimum standards for evaluating staff and volunteer skills that I know many exceed regularly. As a supervisor, I am part of conversations to identify talent, develop it, and give individuals the maximum amount of responsibility possible given their skills and interests. We make substantial financial investments in staff development.
- Yes, we have an amazing team!
- We are almost at phase 3.
- Again, UWSL is fully executing within Phase 4 and clearly has in place each of the success indicators described above. This is especially true at the moment as we are comprehensively and aggressively engaged in a staff leadership and capacity-building effort from top to bottom.
- Unsure of staff evaluations
- I interact with UWSL staff and volunteers on a regular basis.
- I'm not sure how board members are given opportunities to learn more about issues that relate to the direction we have gone with collective impact and also with specificity about the populations we serve. Opportunities to provide service offered to board members help move

the needle and expand understanding, but I think we could get a bit more in depth with this. Perhaps this has been done, I'm new so am not sure.

- We are on a rapid growth path. Internal development is difficult to execute in this phase. There are many new and competent but young faces which bodes well more for the long term than for immediate management succession. More work needs to be done in this arena - with a focus on senior manage development and retention.
-

24. ALIGN AND INTEGRATE THE ORGANIZATION TO DELIVER ON SOCIAL CHANGE: United Way has the culture, structure, processes, staff and board skills/competencies, investments, etc. to deliver on all aspects of the business model.

Response Chart

| Possible Responses: | Don't Know | 1 | 2 | 3 | 4 | Not Described | Total |
|---------------------|------------|----------|----------|-----------|-----------|---------------|-----------|
| Staff | 1 | 0 | 0 | 4 | 11 | 0 | 16 |
| Board | 0 | 0 | 0 | 7 | 16 | 0 | 23 |
| Volunteer | 0 | 0 | 0 | 0 | 3 | 0 | 3 |
| Community Partner | 1 | 0 | 1 | 1 | 2 | 0 | 5 |
| Total | 2 | 0 | 1 | 12 | 32 | 0 | 47 |

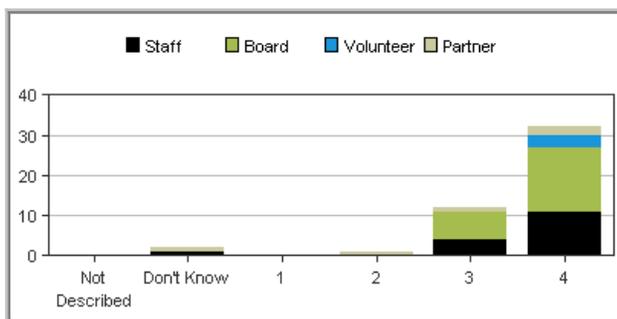
Key:

- 1 • Staff is beginning to work cross-functionally on turning outward activities.
 - Staff can communicate how their work is tied to the mission of achieving social change.
 - Staff is beginning to use turning outward and mobilizing experiences to question how work is organized and are identifying alignment disconnects and challenges.
- 2 • Staff is working cross-functionally on strategy development, relationship management and individual engagement.
 - Staff and volunteers can articulate how they can more fully turn outward in the way they do their work.
 - Organizational structure and staffing changes are taking place in response to alignment gaps and opportunities.
 - United Way has a staff position (may be the CEO or other) who is paying ongoing attention to alignment.
- 3 • Staff is working cross-functionally on product development, resource development and the execution of community strategies.
 - United Way staff and volunteer leaders are making intentional choices about organizational priorities – where investments, resources, energy and attention are put and where things need to be let go.
 - New partners are sought if needed to implement strategies, and existing partnerships are

reconsidered and, if necessary, adjusted or ended.

- The Board/volunteer structures are being aligned around community strategies and mobilization.
 - Operational supports for all core business functions are becoming more aligned with the mission and strategic goals.
- 4 • All staff and volunteer functions are aligned against common goals and work together in support of United Way’s role in mobilization and social change strategies.
- Mechanisms are in place to ensure ongoing alignment both within the organization and with the efforts of community partners in support of community strategies.

Response by Role



Comments

- I see it
 - Yes, this is one of the foundation of collective impact and we are the poster child for collective impact in the network.
 - Again, UWSL is fully executing within Phase 4 and clearly has in place each of the success indicators described above.
 - I am a member of the board and am familiar with UWSL's operations on this issue.
 - Positive trajectory towards Phase 4.
-

