81*Thrive* Assessment Tool

Directions: The checklist is designed to be completed by the Executive Director AND Board Chairperson or other board member. Please discuss each indicator and mark the appropriate box. Include comments as desired. The responses will be reviewed along with your assigned 81*Thrive* Assessment Team. Additional comments and suggestions will be provided by your assessment team and shared with organization ED and Board member. Results will then be used to develop a strategy for implementation of best practices for rebuilding, redesigning and sustaining your organization.

# Board Governance/Leadership/Structure

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| **Indicator** | **Good** | **Needs Work** | **Comments** |
| 1. Bylaws are clearly written and reviewed regularly. |  |  |  |
| 1. The board members know the mission and can state it in uniformity. |  |  |  |
| 1. The board has set direction for the organization through a comprehensive strategic planning process that analyzes markets, political impacts, community and industry trends. |  |  |  |
| 1. Board expectations are written and clearly stated and differentiated from staff roles. |  |  |  |
| 1. New board member orientation process and mentoring program is available and utilized. |  |  |  |
| 1. The Board has developed and ensures compliance with policies to reduce risk (personnel, finance, community relations, operations, and state, federal and local requirements.) |  |  |  |
| 1. The board assesses resources needed to meet mission and develops an appropriate fund development strategy/plan. |  |  |  |
| 1. The board monitors and evaluates the results of fundraising efforts and ensures all members participate in giving. |  |  |  |
| 1. A board committee structure is in place that reflects bylaws and organizational needs. |  |  |  |
| 1. Board hires and reviews Executive Director’s performance on an annual basis. |  |  |  |
| 1. A board member nomination and recruitment process is in place to ensure all necessary skills are recruited. |  |  |  |
| 1. The board reflects the diversity of the community. |  |  |  |
| 1. The board advocates on behalf of the organization and people served. |  |  |  |
| 1. The board discusses how the organization is meeting expectations of stakeholders, especially participants of services. |  |  |  |
| 1. The board generates resources. |  |  |  |
| 1. Each board meeting is spent on generative conversations specific to root causes, trends, critical issues, impacts, and courses of action. |  |  |  |
| 1. The board is engaged in succession planning of executive and board leadership transition. |  |  |  |
| 1. The board follows an appropriate policy on conflicts of interest. |  |  |  |
| 1. The board’s effectiveness is evaluated periodically. |  |  |  |
| 1. Board meetings are effective and efficient. |  |  |  |
| 1. Board meeting minutes are recorded and approved. |  |  |  |
| 1. Board culture encourages viewpoints and perspectives of all members. |  |  |  |
| 1. Board size is adequate to accomplish its work. |  |  |  |
| 1. Board terms are limited providing opportunity for new members to join. |  |  |  |
| 1. Board conducts a self-assessment on a regular basis. |  |  |  |
| 1. Board training is offered based on assessment results. |  |  |  |

# Mission, Vision and Executive Leadership

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| **Indicator** | **Good** | **Needs Work** | **Comments** |
| 1. Mission is clear answering the question “what good for whom” without the how. |  |  |  |
| 1. Board and staff can state the mission. |  |  |  |
| 1. The mission functions as a guide for board and staff decisions. |  |  |  |
| 1. Volunteers, participants, staff and stakeholders play a role in determining vision and plans. |  |  |  |
| 1. A strategic plan is in place with goals that have measurable objectives for tracking progress. |  |  |  |
| 1. Mission has not been compromised when seeking funding opportunities. |  |  |  |
| 1. Staffing is adequate to address needs of participants/customers and staff are qualified to deliver programs and services. |  |  |  |
| 1. Board, staff and volunteer regularly discuss the most direct path to meeting mission. |  |  |  |
| 1. The executive receives annual feedback from board and stakeholders on mission performance. |  |  |  |
| 1. Executive is leading with vision and supported by the board. |  |  |  |
| 1. Executive identifies opportunities and navigates change with creative solutions. |  |  |  |
| 1. Change is valued and creative ideas encouraged at all levels. |  |  |  |
| 1. Leaderships and power are shared. |  |  |  |
| 1. Collaboration is sought and relationships with others built. |  |  |  |
| 1. Professional development is provided for staff to grow. |  |  |  |
| 1. The organization is an advocate for the individuals served engaging all voices in vision and planning. |  |  |  |
| 1. Leadership thinks systemically to create large-scale system change and innovative solutions. |  |  |  |
| 1. Partnerships are pursued with shared interests, visions and values as part of a coordinated web of solutions for the people served. |  |  |  |
| 1. Leadership is pursuing new ideas and looking outside of traditional relationships. |  |  |  |

# Finance

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| **Indicator** | **Good** | **Needs Work** | **Comments** |
| 1. The treasurer is appropriately qualified. |  |  |  |
| 1. Organizations follows accounting practices which conform to accepted standards. |  |  |  |
| 1. Yearly audits are conducted, read and understood. |  |  |  |
| 1. Board members and appropriate staff are trained on how to read, interpret and use the financial statements. |  |  |  |
| 1. Budget process follows a set calendar and the board approves and monitors the annual budget. |  |  |  |
| 1. The treasurer reports necessary information to the board (cash on hand, budget to actual, projections, scenarios, ratios). |  |  |  |
| 1. Written financial controls are in place (handling of deposits, spending approvals and disbursements). |  |  |  |
| 1. Organization practices cost containment for quality and effectiveness. |  |  |  |
| 1. The organization is adequately insured. |  |  |  |
| 1. The organization has an endowment fund. |  |  |  |
| 1. Organization only seeks grant dollars that are mission related and org is capable of meeting reporting requirements. |  |  |  |

# Fundraising

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| **Indicators** | **Good** | **Needs Work** | **Comments** |
| 1. Organization has a written plan describing its funding strategies with clear goals for diverse income streams. |  |  |  |
| 1. Organizations has identified multiple strategies for revenue generation. |  |  |  |
| 1. 100% of board contributes financially to the organization. |  |  |  |
| 1. Board is engaged in raising money. |  |  |  |
| 1. Technology is used to track donors and gifts. |  |  |  |
| 1. The board with the executive evaluates the cost effectiveness of all fundraising activities calculating staff time in net proceeds. |  |  |  |
| 1. The organization typically reaches its fundraising goals. |  |  |  |
| 1. There is an articulated process in place for timely processing of all donations and thanking all donors. |  |  |  |
| 1. A fund development Code of Ethics is adhered to. |  |  |  |

# Programs and Services

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| **Indicators** | **Good** | **Needs Work** | **Comments** |
| 1. Programs and services align with core mission and competencies and those not aligned are eliminated. |  |  |  |
| 1. Organization is attracting the level of staff needed to execute on mission. |  |  |  |
| 1. Programs are based on documented need. |  |  |  |
| 1. Programs are shaped and co-created by the input of participants, staff, board, volunteers and other stakeholders. |  |  |  |
| 1. Research-based best practices guide our offerings. |  |  |  |
| 1. Programs and services are evaluated for impact and sustainability. |  |  |  |
| 1. Programs are refined using outcome and evaluation results. |  |  |  |
| 1. Non-revenue producing programs are discussed and consciously subsidized by the board. |  |  |  |

# Entity/Structure

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| **Indicators** | **Good** | **Needs Work** | **Comments** |
| 1. Organization seeks to advance equity as part of their social justice orientation in all aspects of operation. |  |  |  |
| 1. Organization lead conversations internally and externally on topics of equity, inclusion and belonging addressing relationships that cause and sustain inequity. |  |  |  |
| 1. Organization invests in capacity for essential overhead, IT, quality facilities, fund development, marketing, and staff training. |  |  |  |
| 1. Organization staff and board advocate for the sector and adequate funding for critical services and important programs that build a healthy community. |  |  |  |
| 1. Organization continuously seeks partnerships to enhance services and reduce unnecessary duplication of services. |  |  |  |
| 1. Organization considers root causes and expedited path to meeting mission. |  |  |  |
| 1. Board and staff discuss competition and duplication/overlap of services. |  |  |  |
| 1. The organization has written personnel policies, job descriptions and procedures that are reviewed and updated as needed. |  |  |  |
| 1. The organization has the capacity to hire quality staff to adequately meet mission. |  |  |  |
| 1. The organization has an effective system/plan for informing the community about programs and services. |  |  |  |
| 1. The organization has a defined spokesperson process. |  |  |  |
| 1. The organization has a mechanism for receiving and responding to ideas and suggestions from participants and other stakeholders. |  |  |  |
| 1. The organization is involved in advocacy and lobbying on behalf of its constituency, within limits permissible by 501(c)(3). |  |  |  |
| 1. The organization participates in professional networks and coalitions around issues and best practices. |  |  |  |
| 1. The organization has a preparedness plan with emergency communication process. |  |  |  |
| 1. A volunteer recruitment, retention and recognition process is in place, as necessary. |  |  |  |
| 1. The organization has an effective system for informing the community about programs, resources, and accomplishments. |  |  |  |

# COVID-19

The following questions are specific to the impact of COVID-19 on the operations of your organization. Please take time to completely respond to each question following this structure utilizing input of staff, board and/or other stakeholders. No more than one page per category.

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| **Category** | **Questions:** |
| **Board Governance/Leadership –** Governing for the Future | * What role is your board playing in post COVID recovery? * Do you have a strategic or operational plan and how is it informing your next steps? |
| **Executive Leadership –** Leading with Vision | * What is the vision for post COVID, how is it different from pre-COVID and who will be responsible for leadership and implementation? |
| **Mission/Vision –** Executing on Mission | * What challenges has your organization encountered from operating during the pandemic? How does that impact your work moving forward? * What will help you most in moving forward and expediting your path to meeting mission? |
| **Entity –** Innovating with Enterprise, Executing on Mission, Partnering with Purpose, Advancing Equity | * Describe how you will provide the most vital services/programs to meet your mission. How will your core competencies support this? Include strategies and cost. * During this time of potential re-engineering, do you believe there is an opportunity to improve the service delivery system for your industry or pursue a new approach? Explain. * Are you aware of any collaborations and partnerships with other entities (for profit, government or nonprofits) that will/might allow you to better serve your target population? |
| **Programs and Services –** Innovating with Enterprise, Executing on Mission, Engaging All Voices, Measuring What Matters, Co-Creating with Community, Engaging All Voices | * Reflecting on your experience during the pandemic, are there adaptations you made that you would continue or changes to the past ways of doing business/providing services? Explain. * What programs are core to your mission and will they need to be subsidized? At what level and how do you sustain them moving forward? * Are there mission-based programs that cover all costs, contribute to overhead, and could be scaled? * How do you ensure programs are relevant for the participants your support? |
| **Fundraising –** Innovating with Enterprise | * What pressure has the pandemic put on your fundraising efforts? Include history of fundraising over the past 3 years and any loss projections for the upcoming 12 months. * What innovative approaches or changes have you considered for revenue production options? * If you have experienced fundraising losses, how will you make up those losses? |
| **Finance –** Investing in Capacity | * What is your current financial status and what is your projection for 6, 12, and 18 months? * What has been the financial impact of the pandemic on your current cash position? * What cash conservation steps have you had to take and what is the impact? |
| **Capacity Building Supports –** Investing in Capacity | * What type of support services might you benefit from to work toward building resiliency and stability within your organization (i.e. organizational assessment, planning, forecasting, strategy, funding models, risk management, strategic partnerships, etc.) * If provided operational support in conjunction with support services, how might you best leverage these dollars for greatest impact? |