

United Way of Deschutes County
Standards of Excellence – Self Assessment
Oct./Nov. 2006

Forty people completed the assessment online (that's good)

5	Staff	
12	Board	
8	Volunteers	former board, committee members, etc.
15	Partners	primarily partner agency directors

The response rate of invitees that actually completed the survey was quite favorable.

Respondents offered many candid comments

Board & Partners generally gave higher marks than Staff & Volunteers

Partners also gave the most "Don't Know" responses

Five Components of a Successful Community Impact United Way:

- Community Engagement & Vision
- Impact Strategies, Resources, & Results
- Relationship Building & Brand Management
- Organizational Leadership & Governance
- Operations

United Way of Deschutes County's Community Impact Components

As Rank Ordered by Respondents:

1. Operations
2. Impact Strategies, Resources, & Results
3. Community Engagement & Vision
4. Relationship Building & Brand Management
5. Organizational Leadership & Governance

Operations

Overall, respondents viewed UWDC as very good at operations, or well run. Understandably, a significant number of operational aspects were more unfamiliar to partners and volunteers. Those aspects that were generally known received high marks

Impact Strategies, Resources, & Results

Respondents viewed UWDC as good at developing and implementing strategies that can achieve measurable and lasting change in community conditions, as well

as mobilize or provide resources and put them to work to produce positive results and improve lives. Respondents recognized significant progress in measuring program outcomes. Nonetheless, they also reported a need for more effectiveness and consistency in both evaluating and communicating results.

Community Engagement & Vision

Respondents viewed positively UWDC's ability to engage and inspire others to create a shared vision for the future and set goals for collective action; but ranked it in the middle of the five community impact components in terms of being an organizational strength. Respondents ranked UWDC weak on engagement in public policy and, to a lesser degree, needing improvement in community engagement and mobilization.

Relationship Building & Brand Management

Overall, respondents viewed positively UWDC's performance in developing, maintaining, and growing relationships with individuals and organizations in order to attract and sustain resources to support its mission. Nonetheless they ranked it fourth out of the five community impact components. There was a noticeable difference of opinion between Partners, who viewed UWDC more favorably on this component, and Volunteers, who gave lower marks. Aspects identified as needing improvement include: market intelligence, segmentation, and prioritization, a prominent stature and reputation, and providing a unique, positive brand experience. There was a mixed opinion on how well UWDC actively cultivates key relationships, with Partners offering higher ratings than Board, Staff, and Volunteers. Opinion was also mixed on whether UWDC has a prominent stature and reputation.

Organizational Leadership & Governance

Respondents view UWDC's organizational leadership and governance as only fair and ranked it last among the five community impact components. This includes United Way's ability to successfully fulfill its mission and thus garner trust, legitimacy and support from the local community and the United Way system. Respondents, especially Board members, rated UWDC's strategic & business planning efforts only fair. Inclusiveness and organizational learning also received only fair ratings.

Respondents rated United Way of Deschutes County highest on:

- Knowledge of the community
- Shared community vision
- Partner engagement
- Resource development and mobilization
- Cost analysis (efficiency & effectiveness)
- Risk management
- Facilities
- Financial policies
- Internal controls

- Investment policies

Respondents rated United Way of Deschutes County lowest on:

- Public policy engagement
- Inclusiveness
- Market segmentation & prioritization
- Unique, positive brand experience
- Measuring, evaluating, & communicating results
- Community engagement & mobilization
- Active cultivation of key relationships
- Prominent stature and reputation
- Strategic & business planning

Respondents knew the least about United Way of Deschutes County's:

- Governance
- Organizational learning & talent development
- System citizenship
- Strategic & administrative back office operations
- Business continuity
- Internal controls
- Compliance with SOX (Sarbanes Oxley Act)