



United Way of Northern
Nevada and the Sierra

STANDARDS OF EXCELLENCE

The principal goal of the Standards of Excellence is to set quality community guidelines and encourage growth and development of nonprofit organizations.

The Standards of Excellence allow nonprofit organizations to self-assess their effectiveness and efficiency in the following areas:

GOVERNANCE

Knowledgeable, Involved Board; Board Sets/Writes Policy; Board Orientation/Training

FINANCIAL MANAGEMENT & FISCAL RESPONSIBILITY

Board Oversight/Review; Financial Planning and Budgeting; Financial Administration/Controls;
Annual Audit

LEGAL

IRS Nonprofit Status (for no less than 2 years); Compliance with State Laws/Regulations
Compliance with Applicable Licensing

PROGRAM MANAGEMENT

Community Needs Addressed; Collaboration; Program Evaluation

HUMAN RESOURCES ADMINISTRATION

Agency Structure and Controls; Qualified Staff; Personnel Management

EQUIPMENT & PHYSICAL FACILITIES

Safe and Accessible Facilities

“Partner status” with United Way of Northern Nevada and the Sierra is required in order to apply for funding, although it is not a guarantee of funding.

Please Note: If your organization desires to apply for United Way of Northern Nevada and the Sierra funding, you will be required to first complete a “Standards of Excellence Partnership Letter of Inquiry”. If it is determined that your organization aligns with United Way’s specific focus areas, addressing education (helping children and youth achieve their potential), income (promoting financial stability and independence) and health (improving people’s health), you will be invited to apply for Partner status.

It is strongly encouraged that the following organizational documents be in place to support each of the Standards of Excellence criteria:

Governance Section:

1. Current Bylaws (signed, dated)
2. Current (dated) Board of Director's roster (including board positions, terms and individual contact information)
3. Policy on Conflicts of Interest involving Board Members and Staff
4. Policy on Nepotism involving Board Members and Staff
5. Board Minutes (minimum of past 12 months)
6. Current (dated) Long-range or Strategic Plan Document
7. Board policy of assessing, no less than every two years, the agency's performance and effectiveness, and future actions required to achieve its mission.
8. Board Orientation Packet/Manual/Job Descriptions
 - Board orientation packet/manual includes:
 - Articles of Incorporation
 - Bylaws
 - Code of Ethics and Code of Conduct (including conflict of interest policy)
 - Long-range/Strategic Plan document
 - Mission, Vision, Values Statements
 - Board officer and member job descriptions
 - Committees
 - Board roster
 - Staff list
 - Board calendar
 - Program descriptions
 - Marketing plan
 - Brochures, articles, etc.
 - Annual budget
 - Financial statements
 - Audit/Review
 - IRS Form 990
 - Fundraising plan
 - Personnel policies
 - IRS Letter
 - Board member job description (including, but not limited to):
 - Evaluates Executive Director performance on annual basis
 - Approves annual operating budget
 - Participates in long-range/strategic planning activities
 - Ensures adequate resources (people, money) to meet mission
 - Participates in assessing board performance activities at least annually

Financial Management/Fiscal Responsibility Section:

9. Financial Documents:
 - a. Detailed operating budget for current and previous years (including revenue and expenses by program, fundraising and administration)
 - b. Current year-end audit (if annual gross revenue exceeds \$500,000) OR
 - c. Current year-end financial review (if annual gross revenue is between \$200,000 and \$499,999) OR
 - d. Complete year-end financial statement (if annual gross revenue is \$199,999 or less – can be internally produced; at a minimum, must include Statement of Activities [Profit & Loss Statement] AND Statement of Financial Position [Balance Sheet])
10. Current IRS Form 990 coinciding with above financial reports
11. Annual report (for your last completed budget year) to include a summary of the past year's agency/program activities and accomplishments
12. Current financial management policies and procedures to assure adequate internal control, to include, at a minimum:
 - Board approval of material deviations from the annual budget
 - Check signing authority
 - Borrowing Policy
 - Handling of Petty Cash
 - Risk Management
 - Division of duties around mail/deposit slip/bank deposits
13. Fundraising Contracts/Agreements, if applicable

Legal Section:

14. IRS Tax Exemption Letter
15. State of Nevada and/or California Articles of Incorporation Organizing Document
16. Current Secretary of State Annual Filing of Directors/Officers
17. State/Local licenses (if applicable), i.e.:
 - Child care
 - Food prep/distribution
 - Drug/Alcohol Prevention/Treatment
18. Department of Labor/State Labor Commission Posters (English/Spanish)

Program Management Section:

19. Mission Statement
20. Needs Assessment Documents, Statistical Data and/or other Relevant Source Reports used for program planning
21. Evidence of Collaboration (i.e., printed materials, brochures, Memorandums of Understanding/Agreement)
22. Nondiscrimination/Inclusiveness Policy for clients (i.e., newsletters, posters, website, plaques)
23. Records Management Policies
24. Program Evaluation Documents (surveys, other measurement tools)

Human Resources Administration Section:

25. Personnel Policies – addressing, at minimum, the following:
 - Americans With Disabilities Act (ADA)
 - Confidentiality

- Conflict of Interest
 - Drugs/Narcotics/Alcohol
 - Employment Process
 - Equal Employment Opportunity (EEO)
 - Grievances
 - Job Evaluation
 - Leaves of Absence, FMLA (Family Medical Leave Act)
 - Paid Time Off/Vacation/Sick Pay
 - Pay Procedures/Time Keeping
 - Rest Periods and Meal Breaks
 - Sexual and Other Forms of Harassment
 - Termination of Employment
 - Worker's Compensation
- 26 . Nondiscrimination/Inclusiveness Policy for employees
- 27 . Code of Ethics (staff and volunteers)
- 28 . Job Descriptions (all positions, including Executive Director, describing function, reporting relationships, accountability and desired qualifications)

Physical Facilities Section:

- 29 . OSHA Inspection Reports, if applicable
- 30 . Evidence of Facility Insurance
- 31 . Fire Inspection Reports (if tenant, you will need to obtain copy from your landlord)



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**STANDARDS OF EXCELLENCE
ACCREDITATION APPLICATION**

GOVERNANCE	YES	NO	N/A
1. Agency has a charter and/or bylaws which clearly define agency's mission, purpose and goals as well as the duties, authority and responsibilities of the governing body.			
2. Governing authority is held by a volunteer Board of Directors of at least five members who are generally reflective of the communities and population served.			
3. The agency has policy guidelines addressing material conflicts of interest and nepotism involving board members and staff.			
4. Board meetings are held at least once per calendar quarter in accordance with agency bylaws.			
5. Board president or his/her designee formally evaluates the executive director's performance in writing on an annual basis.			
6. No voting board members are employed by the organization unless such employment is provided for in the agency's bylaws or articles of incorporation.			
7. Board undertakes long-range/strategic planning efforts that analyze external and internal factors and identifies critical issues which need to be addressed during the specified planning period. (2 years preferred)			
8. Board members receive orientation training and written job descriptions.			
9. Board officers are regularly rotated by limiting the length of terms.			

FINANCIAL MANAGEMENT/FISCAL RESPONSIBILITY	YES	NO	N/A
1. The agency's annual operating budget is approved by the Board of Directors and reflects projected expenses for program activities, fundraising and administrative costs. <u>Explain any major deficit.</u>			
2. Any material deviations from the annual budget are approved by the Board of Directors.			
3. Agency has current financial management policies and procedures in place to assure adequate internal control.			



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FINANCIAL MANAGEMENT/FISCAL RESPONSIBILITY (Continued)	YES	NO	N/A
4. Board of Directors or Board-level committee reviews, at least on a quarterly basis, monthly revenue/expense reports and balance sheets.			
5. Agency's total annual gross revenue is \$500,000 or greater, and therefore will provide an audit every year. If the agency's annual gross revenue is between \$200,000 and \$499,999, a financial review will be provided. <u>These documents are prepared by an independent Certified Public Accountant who follows AICPA standards.</u>			
6. Agency's gross revenue is \$199,999 or less, and therefore will provide an internally produced, complete financial statement. (At minimum, <u>must include Statement of Activities [Profit & Loss Statement] AND Statement of Financial Position [Balance Sheet]</u>).			
7. Agency prepares and files an IRS Form 990 or 990 EZ annually and within the required IRS timeframe. (NOTE: If agency files a 990EZ or 990PF, they will be required to submit pages 1 and 2 of the standard Form 990.)			
8. The proportion of operating budget expended on fundraising and management and general (non-program administration) does not exceed 25 percent (to calculate percentage: from page 1 of IRS Form 990, add lines 14 and 15 and divide the sum by line 12).			
9. Agency has an annual fundraising plan that focuses on identifying diverse funding sources.			
10. If agency employs the services of outside fundraising firms and/or consultants, appropriate fundraising contracts and/or agreements are in place.			
DESIRED - Although not required at this time, United Way strongly encourages agencies to strive to meet this Standard:			
1. Agency has a cash reserve (not fixed assets) of three (3) to six (6) months (in relation to budgeted expenditures).			



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LEGAL	YES	NO	N/A
1. Agency has been operating in the field of health and human services as a separate legal organization for a minimum of 2 years.			
2. Agency possesses a letter of exemption from federal taxes under Section 501 (c) (3) Internal Revenue Code and maintains its tax exempt status.			
3. Agency is incorporated as a nonprofit under the laws of the States of Nevada and/or California unless recognized by another authority.			
4. Agency complies fully with all federal, state and local licensing requirements (i.e., child care, food prep/distribution, drug/alcohol prevention services) and laws (i.e., the filing of annual reports with the State of Nevada/California Secretary of States Office).			
5. Agency adheres to all applicable Department of Labor and State Labor Commission employment laws.			

PROGRAM MANAGEMENT	YES	NO	N/A
1. Agency programs meet an identified local health and human service need in the community that is well documented and supported with current statistical data.			
2. Programs and services are directly related to the agency's mission statement.			
3. Agency pursues collaborative efforts in order to avoid unnecessary duplication of programs, services and functions.			
4. Agency's policies and practices demonstrate a commitment to inclusiveness. Programs and services are made available and accessible to the broadest spectrum of clients, consistent with the agency's mission and objectives, without regard to race, religion, nationality, gender, age, ability, disability, sexual orientation or country of origin.			
5. Agency has established policies and records management procedures to assure client confidentiality and privacy if dictated.			
6. Agency monitors and periodically evaluates its programs, including assessing client satisfaction with programs and services.			



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HUMAN RESOURCES ADMINISTRATION	YES	NO	N/A
1. Agency has current Personnel Policies that have been disseminated to all staff. Policies are approved and periodically reviewed by the Board of Directors. (See "Site Visit Documentation" page for a list of policies to be addressed).			
2. Agency's written policies and practices regarding recruitment, hiring, firing and treatment of staff and volunteers demonstrate commitment to inclusiveness and nondiscrimination and comply with all applicable laws regarding nondiscriminatory employment practices.			
3. Agency has adopted a written code of professional ethics, which, at a minimum, addresses agency purchase of any service or product from an employee or any company in which an employee has a financial interest.			
4. Agency has current written job descriptions available for all staff positions, including the CEO/Executive Director.			
5. Agency formally evaluates employees at least annually.			

PHYSICAL FACILITIES	YES	NO	N/A
1. Agency makes reasonable accommodation to ensure facilities are safe and well-maintained, and facilities and services are physically accessible.			
2. Agency's facilities are adequately insured against liability, loss and damage.			
3. Agency complies with required fire/safety inspections/regulations.			