

## **BOARD SELF-EVALUATION TOOL**

The following assessment tool is to be completed at a meeting of the Board of Directors. We believe that this assessment can be completed in about 30 minutes, but the more time you take, and the more discussion you have, the more likely the assessment results will be meaningful to you. While using this tool is a requirement of Kansas Main Street, your organization will be the one that receives the benefit of developing a stronger, better, more effective local Main Street program.

You should be able to use the results of this tool to: 1) ensure a strong foundation from which the organization can make adjustments, survive major change, and thrive; 2) do an internal analysis as part of an overall strategic planning activity and 3) develop a common understanding among leaders regarding what needs to be done in your nonprofit Main Street program.

This tool is divided into different categories of specific performance indicators, including legal, governance, human resources and fund raising. Each indicator is marked as Essential (“E”), Recommended (“R”) or Additional (“A”) practices for the typical nonprofit.

Next to each indicator are choices, including “Met”, “Needs Work”, “Not Applicable” and “Don’t Know.” After reading each indicator, place a check mark under the appropriate choice as to how your nonprofit performs to that indicator.

1. Identify Yourself \_\_\_\_\_  
Name of Organization: \_\_\_\_\_  
Your position in your nonprofit: \_\_\_\_\_  
Your phone number: \_\_\_\_\_  
Your e-mail address: \_\_\_\_\_
2. What is the most important priority for your Main Street organization to address over the next 12 months?
3. What is the second most important priority for your nonprofit to address over the next 12 months?
4. What is the third most important priority for your nonprofit to address over the next 12 months?
5. What is the fourth most important priority for your Main Street program to address over the next 12 months?

6. **LEGAL – The following indicators are in regard to legal considerations typically addressed in the Main Street programs.**

	Met	Needs Work	Not Applicable	Don't Know
a. All relevant legal filings are current and have been made according to the laws and regulations of Kansas. (E)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. The organization is registered with and has filed its annual report with appropriate governmental agency. (E)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Tax-exempt status is in place, (IRS) Form 1023 was filed. (E)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Tax reports are filed on a regular basis (IRS form 990). (E)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. Federal and State payroll taxes withholding payments are current. (E)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f. Does the organization have qualified health, welfare and/or retirement benefit plans and do they meet federal and state laws? (E)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
g. When the Board of Directors makes decisions, a quorum is present and minutes are maintained. (E)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
h. If the organization is subject to sales tax(es), are payments current? (E)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
i. Operations that operate in a fiscal or host-organization relationship with another organization or group have a written agreement on file. (E)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

7. **GOVERNANCE (BOARD) - The following indicators are in regard to ensuring a high-quality Board of Directors.**

	Met	Needs Work	Not Applicable	Don't Know
a. The roles of the Board and the Executive Director are defined and respected. (E)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. The Executive Director is recruited, selected and employed by the Board of Directors. The Board provides clearly written expectations and qualifications for the position, as well as reasonable compensation. (R)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. The Board of Directors acts as governing trustees of the organization, on behalf of the community at large and contributors, while carrying out the mission and goals. To fully meet this indicator, the Board must actively participate in an overall strategic planning process. (R)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. The Board's nominating process ensures that the Board remains appropriately diverse with respect to gender, ethnicity, culture, economic status, disabilities, skills and/or expertise. (R)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. The Board of Directors received basic training in the Main Street philosophy and in the general responsibilities of serving on a nonprofit board. (Note that Board training is NOT the same as orientation.) (E)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f. New Board members are oriented to the organization: the organization's mission, vision, bylaws, policies, committee and their roles and responsibilities as Board of Directors members. (E)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
g. The organization has documented a description of the Board and committee responsibilities. (E)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
h. Each Board member has a Board Operations Manual. (A)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
i. If the organization has any related party transactions between Board members or the Executive Director's families, they are disclosed to the Board of Directors, IRS and the auditor. (E)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**GOVERNANCE (BOARD) - Continued**

	Met	Needs Work	Not Applicable	Don't Know
j. The organization has at least the minimum number of members on the Board of Directors as required by their bylaws.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
k. Bylaws have been reviewed by legal counsel and conform to any applicable statutes. (R)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
l. The bylaws should describe a) how and when meeting notices are made; b) how members are elected; c) what the terms of office are; d) how Board members are rotated; e) how ineffective Board members are removed from the Board and f) state the number of members that make up a quorum which is required for all policy decisions. (R)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
m. The Board of Directors reviews bylaws annually.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
n. The Board of Directors has a written process for handling urgent matters between meetings. (A)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
o. Board members serve without payment unless the organization has a policy identifying reimbursable out-of-pocket expenses. (E)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
p. The organization maintains a conflict of interest policy and all Board of Directors members and executive staff review and/or sign to acknowledge and comply with the policy. (R)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
q. The Board has an annual calendar of meetings, and has an attendance policy, which requires that a quorum of the organization's Board meets monthly. (R)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
r. Each Board meeting has a written agenda and the materials relating to significant decisions are given to the Board members in advance of the meeting. (A)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
s. The Board has a written policy prohibiting employees and members of employees' families from serving as an officer in the organization. (A)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

8. **HUMAN RESOURCES (STAFFING) – The following indicators are in regard to ensuring high-quality staffing and supervision.**

	Met	Needs Work	Not Applicable	Don't Know
a. The organization has a written personnel handbook/ policy that is regularly reviewed, updated and approved by the Board: a) to describe the recruitment, hiring, termination and standard work rules for all staff and b) to maintain compliance with government employment laws and regulations. (E)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. The organization follows non-discriminatory hiring practices. (R)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. The organization provides a copy of, or access to, the written personnel policy to all members of the Board of Directors, Executive Director and all other staff members. All staff members acknowledge in writing that they have read and have access to the personnel handbook/policies. (R)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. The organization's Board of Directors conducts an annual review/evaluation of its Executive Director in relationship to a previously determined set of expectations. The Director conducts all other employee performance appraisals and documents such annually. (R)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. The organization has a compensation plan and a periodic review of salary ranges and benefits is conducted. (A)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f. The Executive Director's salary is set by the Board of Directors in a reasonable process and is in compliance with the organization's compensation plan. (R)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
g. The organization has job descriptions including qualifications, duties, reporting relationship and key indicators for the Board, committees and the Executive Director. (R)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
h. The organization has a timely process for filling vacant positions to prevent an interruption of program services or disruption of organization operations. (A)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**HUMAN RESOURCES (STAFFING) - Continued**

	Met	Needs Work	Not Applicable	Don't Know
i. The organization has a process for reviewing and responding to ideas and suggestions, comments and perceptions from staff and volunteers. (A)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
j. The organization provides and supports opportunities for employees' professional development and training with their job skill area and in areas of personal development.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
k. The organization maintains records documenting staff time in program allocations (i.e., time on promotional activities vs. ER activities).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

9. **HUMAN RESOURCES (VOLUNTEERS) – The following indicators are in regard to ensuring high-quality volunteer recruitment and management.**

	Met	Needs Work	Not Applicable	Don't Know
a. The organization has a clearly defined purpose of the role that volunteers have within the organization. (E)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Job descriptions exist for all major volunteer positions in the organization. (E)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. The organization follows a recruitment policy that does not discriminate, but respects, encourages and represents the diversity of the community. (E)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. The organization provides appropriate orientation and training to assist the volunteer in the performance of their volunteer activities. (E)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. The organization is respectful of the volunteers' abilities and time commitment and has various job duties to meet these needs. (R)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f. Volunteers are encouraged to evaluate their involvement in the organization and the people they work with, and suggest areas for improvement. (R)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
g. The organization does volunteer recognition periodically. Staff and Board of Directors continuously demonstrate their appreciation towards the volunteer and their efforts. (R)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
h. The organization maintains records documenting volunteer time in program allocations. (A)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

10. **STRATEGIC PLANNING – The following indicators are in regard to ensuring progress toward a clear focus and direction for the organization.**

	Met	Needs Work	Not Applicable	Don't Know
a. The organization's purpose and activities meet community needs. (E)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. The organization frequently evaluates by seeking community input on whether or not its mission and activities provide benefit to the community. (R)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. The organization has a clear, meaningful written mission statement, which reflects its purpose, values and people served. (E)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. The Board of Directors and staff periodically review the mission statement and modify it to reflect changes in the environment. (R)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. The organization has a clear written vision statement that reflects the desired state of the downtown district, and serves as one measure of organizational success. (E)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f. The Board of Directors and committees have developed a written strategic plan (work plan) to achieve its mission and vision.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
g. The plan was developed by researching the internal and external environment. The Board sets primary goals for each committee to accomplish. (E)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
h. The work planning process identifies the critical issues facing the organization and downtown district. (E)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
i. The work plan sets goals and measurable objectives that address these critical issues. (E)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
j. The work plan integrates all the organization's activities around a focused mission and encourages committees acting together to accomplish like goals and objectives. (E)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
k. The work plan prioritizes the goals and develops timelines for their accomplishment. (E)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



**STRATEGIC PLANNING - Continued**

	Met	Needs Work	Not Applicable	Don't Know
l. The work plan establishes an evaluation process and performance indicators to measure progress toward the achievement of the goals and objectives in the plan. (E)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
m. Through work plans, human and financial resources are allocated to insure the goals and objectives are met. (E)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
n. The plan is communicated to all stakeholders, members, downtown businesses and the general community. (E)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

11. **PROGRAM PLANNING – The following indicators are in regard to ensuring high-quality services and programs.**

	Met	Needs Work	Not Applicable	Don't Know
a. All activities are congruent with the mission, vision and work plan. (E)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. The organization actively informs the public about its activities and services. (R)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Downtown and community members have a chance to participate in program development. (R)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Sufficient resources are allocated to ensure each committee can achieve the goals and objectives approved by the Board of Directors. (E)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. Activities within the program are integrated to provide more complete services to the downtown district. (R)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f. The organization networks and/or collaborates with other organizations to produce the most comprehensive, effective use of resources and to have the desired impact on the downtown district.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

12. **ORGANIZATIONAL AND PROGRAM EVALUATIONS – The following indicators are in regard to ensuring progress toward goals and high-quality program results.**

	Met	Needs Work	Not Applicable	Don't Know
a. Every year the organization evaluates its activities to determine progress toward goal accomplishment. This evaluation measures program outcomes (impacts on constituents), not just outputs (activities). (E)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. The evaluation includes a review of organizational systems to ensure they comply with the organization's mission, vision, values and goals. (R)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. The results of the evaluation are reflected in the revised (or next year's) work plan. (R)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

13. **FINANCIAL MANAGEMENT – The following indicators are in regard to ensuring high-quality financial transactions, analysis and management.**

	Met	Needs Work	Not Applicable	Don't Know
a. The organization follows accounting practices, which conform to generally accepted standards. (E)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. The organization has systems in place to provide the appropriate information needed by staff and board to make sound financial decisions. (E)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. The organization prepares timely financial statements including balance sheets, income statements and cash flow statements, which are clearly stated and useful for the board and staff. (R)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. The organization prepares financial statements on a budget-versus-actual (comparative basis) to achieve a better understanding of their finances. (R)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. The organization develops an annual comprehensive operating budget, which includes costs for all committees, management and fundraising and all sources of funding. This budget is reviewed and approved by the Board of Directors. (E)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f. Payroll is prepared following appropriate regulations and organizational policy. (E)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
g. Organizations that purchase and sell merchandise take periodic inventories to monitor the inventory against theft, to reconcile general ledger inventory information and to maintain an adequate inventory level. (E)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
h. The organization has a policy identifying authorized check signers and the number of signatures required on checks in excess of specified dollar amounts. (E)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

## FINANCIAL MANAGEMENT - Continued

	Met	Needs Work	Not Applicable	Don't Know
i. The organization has documented a set of internal controls, including handling of cash and deposits and approval over spending and disbursements. (E)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
j. All expenses of the organization are approved by a designated person before payment is made. (E)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
k. Capital needs are reviewed annually and priorities are set. (R)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
l. The organization has an established plan identifying actions to take in the event of a reduction or loss of funding. (R)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
m. The organization has established, or is actively trying to develop, a reserve of funds to cover at least three months of operating expenses. (R)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
n. The organization has suitable insurance coverage, which is periodically reviewed to ensure the appropriate levels and types of coverage are in place. (E)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
o. The organization has an annual independent audit of their financial statements prepared by a certified public accountant. (R)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

14. **GENERAL FUNDRAISING – The following indicators are in regard to ensuring high-quality fundraising planning and activities.**

	Met	Needs Work	Not Applicable	Don't Know
a. All funds are raised in an ethical manner for activities consistent with the organization's mission and work plan. (E)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. The Board of Directors, Executive Director (where applicable), and committees support and participate in the total fundraising process, whether through government support, membership, special projects, inventory sales or other. (E)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. The Board is accountable to investors and other key constituencies and demonstrates its stewardship through annual reports. (E)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Thank you for taking the time to complete this questionnaire! Please review your answers and make any changes you desire. When you are satisfied with your answers, give them to the Executive Director for inclusion with other required support documentation for the State evaluation.