Oregon Watershed Enhancement Board (OWEB)
Organizational Capacity Assessment Tool

PURPOSE
All watershed councils that receive a Council Capacity grant are required to complete a biennial self-assessment in order to assess the organization and identify areas for improvement. This self-assessment tool was developed to help watershed councils identify strengths and challenges of their organizations, and establish capacity building goals. The assessment should be used as a learning tool for the organization. Self-assessment is critical to improvement and overall mission success.

Beginning in 2017-2019, watershed councils will be required to submit a summary of this assessment. The individual answers will remain with the council. OWEB does not intend to use this tool as a formal evaluation of where individual councils land within each category. Instead, the agency encourages each council to take the evaluation process seriously, using this tool to set organizational capacity goals, and creating plans to achieve those goals over time. OWEB will use the summary information from all councils to help the agency identify common strengths and challenges across the state.

INSTRUCTIONS FOR COMPLETING THE ASSESSMENT:
You will be rating your organization on a variety of capacity elements:
1. Leadership: the capacity of organizational leaders to inspire, prioritize, make decisions, provide direction, and innovate.
2. Adaptive: the capacity of a nonprofit organization to monitor, assess, and respond to internal and external changes.
3. Management: the capacity of a nonprofit organization to ensure the effective and efficient use of organizational resources.
4. Operational: the capacity of a nonprofit organization to implement key organizational and programmatic functions.

Thank you for participating in our survey. Your feedback is important.

2. Leadership Capacity

* 1. Mission

  ◯ **1** No written mission or limited expression of the organization's reason for existence (lacks clarity or specificity); either held by very few in organization or rarely referenced.

  ◯ **2** Some expression of organization's reason for existence that reflects its values and purpose, but may lack clarity; held by some within organization and occasionally referenced.

  ◯ **3** Clear expression of organization's reason for existence which reflects its values and purpose; held by many within organization and often referenced.

  ◯ **4** Clear expression of organization's reason for existence which describes an enduring reality that reflects its values and purpose; universally held within organization and frequently referenced.

  ◯ I don't have enough specific information or knowledge about our organization to comment on this. I would like to discuss this more with the Board or staff.

  ◯ Not applicable.

* 2. Strategic Plan

  ◯ **1** Strategic Plan is either non-existent, unclear, or incoherent (largely a set of scattered initiatives); Strategic Plan has no influence over day-to-day behavior.

  ◯ **2** Strategic Plan exists but is either not clearly linked to mission, vision, and overarching goals, or lacks coherence, or is not easily actionable; Strategic Plan is not broadly known and has limited influence over day-to-day behavior.

  ◯ **3** Strategic Plan has been developed and is linked to mission and vision but is not fully ready to be acted upon; strategy is mostly known, and day-to-day behavior is partly driven by it.

  ◯ **4** Clear, coherent Strategic Plan that is both actionable and linked to overall mission, vision, and overarching goals; strategy is universally known and consistently helps drive day-to-day behavior at all levels of the organization.

  ◯ I don't have enough specific information or knowledge about our organization to comment on this. I would like to discuss this more with the Board or staff.

  ◯ Not applicable.

* 3. Board Composition and Commitment

○ **1** Membership with limited diversity in fields of practice and expertise; drawn from a narrow spectrum of constituencies relevant to the organization; little or no relevant experience; commitment to organization's success, vision, and mission is unclear; meetings are sporadic and/or attendance is sometimes poor

○ **2** Some diversity in fields of practice and expertise; membership represents a few different constituencies relevant to organization; some evidence of commitment to organization's success, vision, and mission; regular meetings are well-planned and attendance is adequate; occasional subcommittee meeting

○ **3** Good diversity in fields of practice and expertise; membership represents most constituencies relevant to the organization; solid evidence of commitment to organization's success, vision, and mission; regular, purposeful meetings are well-planned and attendance is consistently good; regular subcommittee meetings

○ **4** Membership with broad variety in fields of practice and expertise, and drawn from the full spectrum of constituencies relevant to the organization; includes functional and issue area expertise; proven track record of learning about the organization and addressing its issues; consistently demonstrated commitment to the organization's success, mission, and vision; regular, purposeful meetings are well-planned and attendance is consistently strong; regular meetings of focused subcommittees

○ I don't have enough specific information or knowledge about our organization to comment on this. I would like to discuss this more with the Board or staff.

○ Not applicable.

* 4. Board Governance

○ **1** Roles of board are unclear; board rarely scrutinizes budgets, holds Executive Director and other board members accountable, or operates according to formal procedures.

○ **2** Roles of board are clear; board functions according to by-laws, reviews budgets, and occasionally sets organizational direction and targets, but does not have a system to review Executive Director or board performance, monitor potential conflicts of interest, scrutinize audits, or review IRS and state filings.

○ **3** Roles of board are clear and function well; board reviews budgets, audits, IRS and state filings; size of board set for maximum effectiveness with formal recruiting process; board co-defines performance targets and actively encourages Executive Director and full board to meet targets; annual review of Executive Director's performance, but board not prepared to hire or fire Executive Director.

○ **4** Roles of board are clear and the board works well together; board fully understands and fulfills fiduciary duties; size of board set for maximum effectiveness with rigorous recruiting process; board actively defines performance targets and holds Executive Director and full board fully accountable; board empowered and prepared to hire or fire Executive Director if necessary; board periodically evaluated.

○ I don't have enough specific information or knowledge about our organization to comment on this. I would like to discuss this more with the Board or staff.

○ Not applicable.

* 5. Board Involvement and Support

   ◯ **1** Provide little direction, support, and accountability to Executive Director; not fully informed about material and other major organizational matters; largely "feel-good" support.

   ◯ **2** Provide occasional direction, support, and accountability to Executive Director; generally informed about all material matters in a timely manner; input and responses often solicited.

   ◯ **3** Provide direction, support, and accountability to Executive Director; fully informed about all material matters; input and responses actively sought and valued; full participant in major decisions.

   ◯ **4** Provide strong direction, support, and accountability to Executive Director and engaged as a strategic resource; communication between board and Executive Director reflects mutual respect, appreciation for roles and responsibilities, shared commitment, and valuing of collective wisdom.

   ◯ I don't have enough specific information or knowledge about our organization to comment on this. I would like to discuss this more with the Board or staff.

   ◯ Not applicable.

* 6. Executive Director Organizational Leadership / Effectiveness

   ◯ **1** Some difficulty building trust and rapport with others; shares little of own experiences as developmental/coaching tool; inconsistent attention to organizational vision.

   ◯ **2** Responsive to opportunities from others to work together; generally confident in others' ability to be successful; shares own experience and expertise; visible commitment to organization and its vision.

   ◯ **3** Actively and easily builds rapport and trust with others; effectively encourages others to succeed; shares relevant experience and expertise, yet gives others freedom to work their own way, try out new ideas, and grow; shows constant commitment to organization and its vision; inspires others around vision.

   ◯ **4** Constantly establishing successful, win-win relationships with others, both within and outside the organization; delivers consistent, positive, and reinforcing messages to motivate people; finds or creates special opportunities to promote people's development; lives the organization's vision; compellingly articulates path to achieving vision that enables others to see where they are going.

   ◯ I don't have enough specific information or knowledge about our organization to comment on this. I would like to discuss this more with the Board or staff.

   ◯ Not applicable.

* 7. Executive Director Financial Judgement

   ◯ **1** Difficulty considering financial implications of decisions; limited understanding of basic financial concepts, unclear policies.

   ◯ **2** Draws appropriate conclusions after studying the facts; understands basic financial concepts; gives some consideration to financial impact of major decisions and able to explain financial information to the board.

   ◯ **3** Uses sound financial judgment; solid understanding of financial concepts; regularly considers financial impact of all decisions.

   ◯ **4** Exceptional financial judgment; deep understanding of complex financial concepts; has keen, almost innate sense for financial impact of all decisions.

   ◯ I don't have enough specific information or knowledge about our organization to comment on this. I would like to discuss this more with the Board or staff.

   ◯ Not applicable.

8. Comments:

3. Adaptive Capacity

* 1. Strategic Planning

○ **1** Limited ability and tendency to develop strategic plan, either internally or via external assistance; if strategic plan exists, it is rarely or never referenced.

○ **2** Some ability and tendency to develop high-level strategic plan either internally or via external assistance; strategic plan sometimes directs management decisions.

○ **3** Ability and tendency to develop and refine concrete, realistic strategic plan; some internal expertise in strategic planning or access to relevant external assistance; strategic planning carried out on a near-regular basis; strategic plan used to guide management decisions.

○ **4** Ability to develop and refine concrete, realistic, and detailed strategic plan; critical mass of internal expertise in strategic planning, or efficient use of external, sustainable, highly qualified resources; strategic planning exercise carried out regularly; strategic plan used extensively to guide management decisions.

○ I don't have enough specific information or knowledge about our organization to comment on this. I would like to discuss this more with the Board or staff.

○ Not applicable.

* 2. Organizational Evaluation / Performance Measurement

○ **1** Very limited measurement and tracking of organizational performance and progress; all or most evaluation based on anecdotal evidence; no external performance comparisons made; organization collects some data on program activities and outputs (e.g., number of community events held, grants received), but has no measurement of outcomes (e.g., the number of trees that survive to free to grow).

○ **2** Performance partially measured and progress partially tracked; some external performance comparisons made; organization regularly collects solid data on program activities and outputs, and has begun to measure outcomes.

○ **3** Performance measured and progress tracked in multiple ways on a regular basis; effective internal and external benchmarking occurs but may be confined to select areas; multiple indicators used in evaluation, with primary focus on outcomes; some attention paid to cultural appropriateness of evaluation process/methods; social impact measured, but longitudinal (long-term) or independent nature of evaluation is missing.

○ **4** Comprehensive, integrated system (e.g., balanced scorecard) used for measuring organization's performance and progress on continual basis; internal and external benchmarking part of the organizational culture and used by staff in target-setting and daily operations; clear and meaningful outcomes-based performance indicators exist in all areas; careful attention paid to cultural appropriateness of evaluation process/methods; measurement of social impact based on longitudinal studies with independent evaluation.

○ I don't have enough specific information or knowledge about our organization to comment on this. I would like to discuss this more with the Board or staff.

○ Not applicable.

* 3. Program Relevance & Integration

○ **1** Core programs and services vaguely defined and lack clear alignment with mission and overarching goals; programs seem scattered and largely unrelated to each other.

○ **2** Most core programs and services well-defined and solidly linked with mission and overarching goals; program offerings may be somewhat scattered and not fully integrated into clear strategy.

○ **3** Core programs and services well-defined and aligned with mission and overarching goals; program offerings fit together well as part of clear strategy.

○ **4** All programs and services well-defined and fully aligned with mission, overarching goals, and constituency; program offerings are clearly linked to one another and to overall strategy; synergies across programs are captured.

○ I don't have enough specific information or knowledge about our organization to comment on this. I would like to discuss this more with the Board or staff.

○ Not applicable.

* 4. Assessment of External Environment and Community Needs

○ **1** Planning not supported by systematically collected information about community needs or external opportunities and threats; organization has very few connections to community members and opinion leaders that can provide information about evolving community needs.

○ **2** Information about community needs or external opportunities and threats used to inform planning, although collection is haphazard; organization has a few connections to community members and opinion leaders that can provide information about evolving community needs.

○ **3** Information about community needs and external opportunities and threats used to inform planning; organization has many connections to community members and opinion leaders with whom they communicate about evolving community needs.

○ **4** Clear, established systems regularly used to assess community needs and external opportunities and threats; information systematically collected and used to support and improve planning efforts; organization has numerous connections to community members and opinion leaders with whom they regularly communicate about evolving community needs.

○ I don't have enough specific information or knowledge about our organization to comment on this. I would like to discuss this more with the Board or staff.

○ Not applicable.

* 5. Partnerships and Alliances

○ **1** No partnerships or alliances with other for-profit, nonprofit, public sector entities or state or federal agencies.

○ **2** Early stages of building relationships and collaborating with other for-profit, nonprofit, public sector entities or state or federal agencies; if relations do exist, some may be precarious or not fully "win-win".

○ **3** Some key relationships with a few types of relevant entities have been built and leveraged; action around common goals is generally short term.

○ **4** Strong, high-impact, relationships with variety of relevant entities have been built, leveraged, and maintained; relationships anchored in stable, long-term, mutually beneficial collaboration.

○ I don't have enough specific information or knowledge about our organization to comment on this. I would like to discuss this more with the Board or staff.

○ Not applicable.

* 6. Community Presence and Standing

( ) **1** Community presence either not recognized or organization is generally not regarded as a player in the community; few members of the community (e.g., other nonprofit leaders, government representatives, and academics) engage with organization; community leaders rarely call on organization for its input on issues important to organization.

( ) **2** Community presence somewhat recognized, and organization is generally regarded as a player in the community; some members of the community actively engage with organization; community leaders occasionally call on organization for its input on issues important to organization.

( ) **3** Known within the community beyond just constituents/members; perceived as open and responsive to community needs; members of larger community (including some highly respected members) actively engage with organization; community leaders often call on organization for its input on issues important to organization.

( ) **4** Widely known within the community, and perceived as actively engaged with and extremely responsive to it; many members of the larger community (including many highly respected members) actively engage with organization; community leaders always call on organization for its input on issues important to organization.

( ) I don't have enough specific information or knowledge about our organization to comment on this. I would like to discuss this more with the Board or staff.

( ) Not applicable.

* 7. Community Involvement

( ) **1** Community involvement is limited.

( ) **2** Community offered a range of roles in the organization; volunteer positions of leadership open to constituents, but rarely filled by them; constituent work mostly task-oriented; constituents trained or supported in their work on an ad hoc basis.

( ) **3** One or two systems in place to actively recruit and involve community; constituents take on a variety of roles in organization, including volunteer positions of leadership; training provided to constituents in some of the skill areas needed to affect change.

( ) **4** Variety of systems in place to actively recruit and involve community's; community members take on a wide variety of roles in organization, including volunteer positions of leadership; training is provided to community in all of the skill areas needed to affect change.

( ) I don't have enough specific information or knowledge about our organization to comment on this. I would like to discuss this more with the Board or staff.

( ) Not applicable.

8. Comments:

4. Management Capacity

* 1. Staff

- ◯ **1** Interest and abilities limited to present job; little ability to solve problems as they arise.
- ◯ **2** Good capabilities, including some ability to solve problems as they arise; many are interested in work beyond their current jobs and in the success of organization's mission.
- ◯ **3** Bring a broad range of skills; most are highly capable and committed to mission and strategy; eager to learn and develop, and assume increased responsibility.
- ◯ **4** Bring broad range of skills; most are highly capable in multiple roles and committed to both mission, strategy, and continuous learning; eager and able to take on special projects and collaborate; frequent source of ideas and momentum for improvement and innovation.
- ◯ I don't have enough specific information or knowledge about our organization to comment on this. I would like to discuss this more with the Board or staff.
- ◯ Not applicable.

* 2. Dependence of organizations' leaders and Staff on Executive Director

- ◯ **1** Very strong dependence on Executive Director; organization would cease to exist without his/her presence.
- ◯ **2** High dependence on Executive Director; organization would continue to exist without his/her presence, but likely in a very different form.
- ◯ **3** Limited dependence on Executive Director; organization would continue in similar way without his/her presence but areas such as fundraising or operations would likely suffer during transition period.
- ◯ **4** Reliance but not dependence on Executive Director; smooth transition to new leader could be expected; fundraising and operations likely to continue without major interruption.
- ◯ I don't have enough specific information or knowledge about our organization to comment on this. I would like to discuss this more with the Board or staff.
- ◯ Not applicable.

* 3. Funding Model

◯ **1** Strong dependence on a few funders, largely of same type (e.g., government, foundations, corporations, or individuals).

◯ **2** Multiple types of funding sources with only a few funders in each type, or many funders within only one or two types of funders.

◯ **3** Solid base of funders from many types of funding sources; some ability to guard against market instabilities (e.g., operating reserves, small endowment) and/or has developed some sustainable revenue-generating activity.

◯ **4** Highly diversified funding streams; organization insulated from potential market instabilities (e.g., fully developed endowment) and/or has developed sustainable revenue-generating activities; other nonprofits try to imitate organization's fundraising activities and strategies.

◯ I don't have enough specific information or knowledge about our organization to comment on this. I would like to discuss this more with the Board or staff.

◯ Not applicable.

* 4. Financial Planning / Budgeting

◯ **1** No or very limited financial planning; general budget developed; performance-to-budget loosely or not monitored.

◯ **2** Limited financial plans, updated on an ad hoc basis; budget utilized as operational tool; used to guide/assess financial activities; some attempt to isolate divisional (program or geographical) budgets within central budget; performance-to-budget monitored periodically.

◯ **3** Solid financial plans, updated regularly; budget integrated into most operations; reflects organizational needs; solid effort made to isolate divisional (program or geographical) budgets within central budget; performance-to-budget monitored regularly.

◯ **4** Very solid financial plans, continuously updated; budget integrated into all operations; used as strategic tool; budget developed from process that incorporates and reflects organizational needs and objectives; well-understood divisional (program or geographical) budgets within overall central budget; performance-to-budget closely and regularly monitored.

◯ I don't have enough specific information or knowledge about our organization to comment on this. I would like to discuss this more with the Board or staff.

◯ Not applicable.

* 5. Financial Operations Management

◯ **1** Gifts and grants deposited; bills paid, though sometimes late; supporting documents sometimes misplaced.

◯ **2** Financial activities consistently documented and reported; appropriate checks and balances exist; activities tracked to budget.

◯ **3** Established internal controls govern all financial operations; activities fully tracked, supported, and reported; some attention paid to cash flow management.

◯ **4** Robust systems and controls govern all financial operations and their integration with budgeting, decision making, and organizational goals; cash flow actively managed.

◯ I don't have enough specific information or knowledge about our organization to comment on this. I would like to discuss this more with the Board or staff.

◯ Not applicable.

* 6. Standard Operating Procedures (SOPs)

○ **1** No formal SOPs to capture and document internal knowledge.

○ **2** SOPs exist in a few areas but are either not user-friendly or not comprehensive enough to have an impact; SOPS known by only a few people, or only occasionally used and rarely updated.

○ **3** Well-designed, user-friendly SOPs in some areas; not fully comprehensive; SOPs are known by many people within organization and often used and occasionally updated.

○ **4** Well-designed, user-friendly, comprehensive SOPs to capture, document, and disseminate knowledge internally in all relevant areas; all staff are aware of SOPs and trained in their use; SOPs used and updated frequently.

○ I don't have enough specific information or knowledge about our organization to comment on this. I would like to discuss this more with the Board or staff.

○ Not applicable.

* 7. Volunteer Management

○ **1** No active recruitment of volunteers (only passive recruitment such as people who walk in the door); no defined roles for volunteers to fill; few systems in place to train and support volunteers.

○ **2** Some active recruitment of volunteers; volunteer roles involve a range of time commitments and skill levels; volunteer work is mostly task-oriented; basic training to volunteers provided, generally on an ad hoc basis.

○ **3** Active recruitment of volunteers on a regular basis; wide range of volunteer roles available; written job descriptions for most common volunteer positions; some systems exist to track and manage volunteers; volunteer orientations and trainings take place periodically, with attention paid to both skills and cultural competency; staff trained on how to manage volunteers.

○ **4** Volunteer recruitment systems successfully fill organizational needs with appropriate volunteers; wide range of volunteer roles available, including positions of leadership; written job descriptions for all volunteer positions; robust volunteer management systems in place; volunteer orientations and trainings take place on a regular basis, with attention paid to both skills and cultural competency; staff experienced and/or extensively trained in volunteer management.

○ I don't have enough specific information or knowledge about our organization to comment on this. I would like to discuss this more with the Board or staff.

○ Not applicable.

8. Comments:

5. Operational Capacity

* 1. Staffing Levels

    ○ **1** Some positions within organization (staff and board) are unfilled, inadequately filled, or experience high turnover and/or poor attendance.

    ○ **2** Critical positions within the organization are filled, though some inappropriately; attendance problems are limited; high turnover is sometimes a challenge.

    ○ **3** Critical positions within the organization are adequately and appropriately filled; attendance problems are rare; turnover is limited.

    ○ **4** All positions within and the organization are adequately and appropriately filled; attendance problems are extremely rare; turnover is limited; vacancies filled immediately.

    ○ I don't have enough specific information or knowledge about our organization to comment on this. I would like to discuss this more with the Board or staff.

    ○ Not applicable.

* 2. Skills, Abilities, and Commitment of Volunteers

    ○ **1** Volunteers not working up to their potential or ill-equipped for work with organization; may be unreliable or have low commitment.

    ○ **2** Many volunteers working up to their potential; mostly reliable, loyal, and committed to organization's success.

    ○ **3** Capable set of individuals that bring required skills to organization; reliable, loyal, and generally committed to organization's success and to "making things happen"; work easily with most staff, but do not generally play core roles without staff supervision.

    ○ **4** Extremely capable set of individuals that bring complementary skills to organization; reliable, loyal, highly committed to organization's success and to "making things happen"; often go beyond call of duty; able to work easily with wide range of staff and play core roles without special supervision.

    ○ I don't have enough specific information or knowledge about our organization to comment on this. I would like to discuss this more with the Board or staff.

    ○ Not applicable.

* 3. Board Involvement and Participation in Fundraising

◯ **1** Generally weak fundraising; most board members do not recognize fundraising as one of the board's roles and responsibilities; no goals or plans for board-driven fundraising activities exist; members do not generally make financial contributions to organization.

◯ **2** Main fundraising needs covered; board members accept that the board has some fundraising responsibilities, but some concerns exist regarding ability of board to be successful in this area; board fundraising activities are limited; some members make a personally significant annual financial contribution to organization based on their individual means

◯ **3** Fundraising needs meet; many board members embrace fundraising as one of the board's core roles and responsibilities, and participate with fundraising endeavors; realistic and appropriate board fundraising goals and plans exist; fundraising activities are underway; most members make a personally significant annual financial contribution to organization based on their individual means.

◯ **4** Well developed staff and board fundraising plan, all needs met; all board members embrace fundraising as one of the board's core roles and responsibilities; realistic and appropriate board fundraising goals and plans in place; board actively fundraises and has achieved measurable progress towards goals; all members make a personally significant annual financial contribution to organization based on their individual means, and some contribute more frequently.

◯ I don't have enough specific information or knowledge about our organization to comment on this. I would like to discuss this more with the Board or staff.

◯ Not applicable.

* 4. Outreach and Communications

◯ **1** No marketing materials, or outdated materials; strictly internally-focused and little to no outreach to stakeholders; any materials that exist are unprofessional in presentation.

◯ **2** Loose collection of materials used for marketing; generic documents and not always updated to reflect current programs, activities, and outcomes; materials have a minimal degree of professionalism or consistent look and feel; a few key materials are provided in multiple languages as needed.

◯ **3** Packet of marketing materials used on a consistent basis; information contained in the materials is up to date and reflects current programs, activities, and outcomes; materials reasonably professional in presentation and aligned with established standards for font, color, logo placement, etc.; most materials are provided in multiple languages as needed.

◯ **4** Packet of marketing materials used consistently and easily updated on a regular basis; materials extremely professional in appearance and appeal to a variety of stakeholders; all materials consistently adhere to established standards for font, color, logo placement, etc.; all materials are provided in multiple languages as needed.

◯ I don't have enough specific information or knowledge about our organization to comment on this. I would like to discuss this more with the Board or staff.

◯ Not applicable.

* 5. Website

○ **1** No individual website.

○ **2** Basic website containing general information, but little information on current developments; site maintenance is a burden and performed only occasionally.

○ **3** Comprehensive website containing basic information on organization as well as up-to-date latest developments; most information is organization-specific; easy to maintain and regularly maintained.

○ **4** Sophisticated, comprehensive, and interactive website, regularly maintained and kept up to date on latest area and organization developments; praised for its user-friendliness and depth of information; includes links to related organizations and useful resources on topic addressed by organization.

○ I don't have enough specific information or knowledge about our organization to comment on this. I would like to discuss this more with the Board or staff.

○ Not applicable.

* 6. Databases / Management Reporting Systems

○ **1** No systems for tracking clients, staff volunteers, program outcomes and financial information.

○ **2** Electronic databases and management reporting systems exist in only few areas; systems perform only basic features, are awkward to use, or are used only occasionally by staff.

○ **3** Electronic database and management reporting systems exist in most areas for tracking clients, staff, volunteers, program outcomes, and financial information; commonly used and help increase information sharing and efficiency.

○ **4** Sophisticated, comprehensive electronic database and management reporting systems exist for tracking clients, staff, volunteers, program outcomes, and financial information; widely used and essential in increasing information sharing and efficiency.

○ I don't have enough specific information or knowledge about our organization to comment on this. I would like to discuss this more with the Board or staff.

○ Not applicable.

* 7. Buildings and Office Spaces

○ **1** Inadequate physical infrastructure, resulting in loss of effectiveness and efficiency (e.g., unfavorable locations for clients and employees, no possibility of confidential discussions, insufficient workspace for individuals, no space for teamwork).

○ **2** Physical infrastructure can be made to work well enough to suit organization's most important and immediate needs; a number of improvements could increase effectiveness and efficiency.

○ **3** Fully adequate physical infrastructure for the current needs of the organization; infrastructure does not impede effectiveness and efficiency.

○ **4** Physical infrastructure well-tailored to organization's current and anticipated future needs; well-designed to enhance organization's effectiveness and efficiency; favorable locations for clients and employees; plentiful space encourages teamwork; layout increases critical interactions among staff.

○ I don't have enough specific information or knowledge about our organization to comment on this. I would like to discuss this more with the Board or staff.

○ Not applicable.

* 8. Management of Legal and Liability Matters

○ **1** Legal issues not anticipated; issues addressed individually when they arise; insurance coverage not regularly reviewed.

○ **2** Legal support resources identified, readily available, and employed on "as needed" basis; major liability exposures managed and insured.

○ **3** Legal support regularly available and consulted in planning; occasional review of insurance.

○ **4** Well-developed, effective, and efficient internal legal infrastructure for day-to-day legal work; additional access to general and specialized external expertise to cover peaks and extraordinary cases; regular evaluation of insurance.

○ I don't have enough specific information or knowledge about our organization to comment on this. I would like to discuss this more with the Board or staff.

○ Not applicable.

9. Comments: