



Standards of Excellence Summary
FINAL

- *Overall*, the chapters scored very well with 89.7 points out of 100, being the average score. Areas with lower scores that will be the focus of the Annual Conference session, as well as future ED & Staff calls, include: governance, financial management and IT/Website.
- *Governance issues* to address include: creating a new board orientation or board folder, board member manual, and review of the HAA Policies and procedures manual. This will require compiling numerous documents, which most chapters and HAA have templates and copies of, and creating the various manuals and training.
- *Financial Management issues* to address include having program expenses higher than 80% of total expenses, having 33% of operating expenses in reserves, and having an explicit investment policy. Working on this will require working with chapter CPA's and local treasurer to manage how to reflect in-kind donations and program expenses. Creating policies for reserves and investments require utilizing templates that other chapters or HAA have created.
- *IT/Website issues* to address include utilizing the intranet created for the chapters and participation on social media. Chapters are also preparing to address Charity Navigator results reporting on their website. Working on these issues will require creating links on websites for Charity Navigator's Results Reporting, increasing participation on social media and utilizing the intranet for the chapters.

	TOTAL POINTS	Governance	Financial Mgmt	Dev. & Fundraising	Volunteer Mgmt & Safety	Program Mgmt & Outcomes	Personnel & Human Resources	IT/Website	Community Relations & Communications	Community Outreach
Average Score	89.7	23.7	14.4	10.0	3.8	19.1	3.5	6.9	5.6	2.3
Possible Points	100	27	17	11	4	22	4	9	6	5