

# A Fiduciary's Checklist

**Checklist Key:**

- Y = Yes     NI = Needs Improvement  
 N = No     DKn = Don't Know

## Strategic Planning and Strategic Thinking

- |  |  |
|--|--|
| 1. Are board members knowledgeable enough about the strategic issues facing the organization to participate in the planning process?   | <input type="checkbox"/> Y <input type="checkbox"/> NI <input type="checkbox"/> N <input type="checkbox"/> DKn |
| 2. Is board education on strategic issues offered on a regular basis?  | <input type="checkbox"/> Y <input type="checkbox"/> NI <input type="checkbox"/> N <input type="checkbox"/> DKn |
| 3. Does the board take the perspective of the community and of the specific beneficiaries of the organization in the planning process? | <input type="checkbox"/> Y <input type="checkbox"/> NI <input type="checkbox"/> N <input type="checkbox"/> DKn |
| 4. Does the strategic plan adequately translate the mission of the organization into goals and strategies?                             | <input type="checkbox"/> Y <input type="checkbox"/> NI <input type="checkbox"/> N <input type="checkbox"/> DKn |
| 5. Does discussion of strategic issues take place at every board meeting?  | <input type="checkbox"/> Y <input type="checkbox"/> NI <input type="checkbox"/> N <input type="checkbox"/> DKn |

## Budgeting

- |  |  |
|--|--|
| 1. Does the board understand the assumptions the budget is built on?                                       | <input type="checkbox"/> Y <input type="checkbox"/> NI <input type="checkbox"/> N <input type="checkbox"/> DKn |
| 2. Is the budget presented in a way that the board can easily comprehend?                                  | <input type="checkbox"/> Y <input type="checkbox"/> NI <input type="checkbox"/> N <input type="checkbox"/> DKn |
| 3. Is the way expenses are allocated to functional accounts understood by the board in its broad outlines? | <input type="checkbox"/> Y <input type="checkbox"/> NI <input type="checkbox"/> N <input type="checkbox"/> DKn |

## Risk Management

- |  |  |
|--|--|
| 1. Does the organization have a risk management plan in place?   | <input type="checkbox"/> Y <input type="checkbox"/> NI <input type="checkbox"/> N <input type="checkbox"/> DKn |
| 2. Does the organization pass statutory or contractual reviews?  | <input type="checkbox"/> Y <input type="checkbox"/> NI <input type="checkbox"/> N <input type="checkbox"/> DKn |
| 3. Is the organization insured appropriately against risk?   | <input type="checkbox"/> Y <input type="checkbox"/> NI <input type="checkbox"/> N <input type="checkbox"/> DKn |
| 4. Has the organization established policies on accepted practices, ethical standards, and conflict of interest? | <input type="checkbox"/> Y <input type="checkbox"/> NI <input type="checkbox"/> N <input type="checkbox"/> DKn |

## Financial Results

- |   |  |
|---|--|
| 1. Are financial and program results widely shared throughout the organization?                           | <input type="checkbox"/> Y <input type="checkbox"/> NI <input type="checkbox"/> N <input type="checkbox"/> DKn |
| 2. Does the organization manage its finances in accordance with generally accepted accounting principles? | <input type="checkbox"/> Y <input type="checkbox"/> NI <input type="checkbox"/> N <input type="checkbox"/> DKn |
| 3. Is the annual audit commissioned and received by the board?  | <input type="checkbox"/> Y <input type="checkbox"/> NI <input type="checkbox"/> N <input type="checkbox"/> DKn |
| 4. Does board membership include those with financial expertise?  | <input type="checkbox"/> Y <input type="checkbox"/> NI <input type="checkbox"/> N <input type="checkbox"/> DKn |
| 5. Does the organization regularly receive a clean audit?   | <input type="checkbox"/> Y <input type="checkbox"/> NI <input type="checkbox"/> N <input type="checkbox"/> DKn |
| 6. Has the organization had more revenue than expenses in at least three out of the last four years?      | <input type="checkbox"/> Y <input type="checkbox"/> NI <input type="checkbox"/> N <input type="checkbox"/> DKn |

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## Financial Results (continued)

- |   |                            |                             |                            |                              |
|---|----------------------------|-----------------------------|----------------------------|------------------------------|
| 7. Are any problems noted by the auditor promptly addressed?                                    | <input type="checkbox"/> Y | <input type="checkbox"/> NI | <input type="checkbox"/> N | <input type="checkbox"/> DKn |
| 8. Does the organization have a cash operating reserve of at least 60 days?                     | <input type="checkbox"/> Y | <input type="checkbox"/> NI | <input type="checkbox"/> N | <input type="checkbox"/> DKn |
| 9. Does the organization get a significant percentage of its income from investments?           | <input type="checkbox"/> Y | <input type="checkbox"/> NI | <input type="checkbox"/> N | <input type="checkbox"/> DKn |
| 10. Is the organization's revenue appropriately diversified?                                    | <input type="checkbox"/> Y | <input type="checkbox"/> NI | <input type="checkbox"/> N | <input type="checkbox"/> DKn |
| 11. Is the organization financially flexible enough to accommodate changes in service delivery? | <input type="checkbox"/> Y | <input type="checkbox"/> NI | <input type="checkbox"/> N | <input type="checkbox"/> DKn |
| 12. Does the organization use debt prudently?   | <input type="checkbox"/> Y | <input type="checkbox"/> NI | <input type="checkbox"/> N | <input type="checkbox"/> DKn |
| 13. Are reported receivables and inventories valued conservatively?                             | <input type="checkbox"/> Y | <input type="checkbox"/> NI | <input type="checkbox"/> N | <input type="checkbox"/> DKn |

## Financial Reports

- |  |                            |                             |                            |                              |
|--|----------------------------|-----------------------------|----------------------------|------------------------------|
| 1. Are financial reports sent in advance of the meeting in which they are reviewed?      | <input type="checkbox"/> Y | <input type="checkbox"/> NI | <input type="checkbox"/> N | <input type="checkbox"/> DKn |
| 2. Are the financial statements given to the board timely, accurate and understandable?  | <input type="checkbox"/> Y | <input type="checkbox"/> NI | <input type="checkbox"/> N | <input type="checkbox"/> DKn |
| 3. Is board orientation on interpreting financial statements offered on a regular basis? | <input type="checkbox"/> Y | <input type="checkbox"/> NI | <input type="checkbox"/> N | <input type="checkbox"/> DKn |
| 4. Does everyone on the board understand the financial statements?                       | <input type="checkbox"/> Y | <input type="checkbox"/> NI | <input type="checkbox"/> N | <input type="checkbox"/> DKn |
| 5. Has the board adopted financial policies?   | <input type="checkbox"/> Y | <input type="checkbox"/> NI | <input type="checkbox"/> N | <input type="checkbox"/> DKn |

## Investments

- |  |                            |                             |                            |                              |
|--|----------------------------|-----------------------------|----------------------------|------------------------------|
| 1. Has the board adopted policies governing investment of reserves?                                    | <input type="checkbox"/> Y | <input type="checkbox"/> NI | <input type="checkbox"/> N | <input type="checkbox"/> DKn |
| 2. Does the organization have an endowment fund or, if not, is the organization working to create one? | <input type="checkbox"/> Y | <input type="checkbox"/> NI | <input type="checkbox"/> N | <input type="checkbox"/> DKn |
| 3. Are investment results reviewed frequently (every six months)?                                      | <input type="checkbox"/> Y | <input type="checkbox"/> NI | <input type="checkbox"/> N | <input type="checkbox"/> DKn |

## Organizational Climate

- |   |                            |                             |                            |                              |
|---|----------------------------|-----------------------------|----------------------------|------------------------------|
| 1. Does the board routinely monitor operational results, financial position, and key strategic assumptions? | <input type="checkbox"/> Y | <input type="checkbox"/> NI | <input type="checkbox"/> N | <input type="checkbox"/> DKn |
| 2. Has management established systems to identify and evaluate changing market conditions?                  | <input type="checkbox"/> Y | <input type="checkbox"/> NI | <input type="checkbox"/> N | <input type="checkbox"/> DKn |
| 3. Does management respond quickly and appropriately to adverse operational results?                        | <input type="checkbox"/> Y | <input type="checkbox"/> NI | <input type="checkbox"/> N | <input type="checkbox"/> DKn |