



**STANDARDS OF OPERATION
AND BEST PRACTICES**



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INTRODUCTION

The **Standards of Operation and Best Practices** are meant to assist volunteers and staff in self-evaluation activities, and help ensure consistency of operations throughout our network. To ensure a base level of operations, those items listed under the **Standards** are expected of all. The items listed as **Best Practices** represent practices that are highly recommended by national non-profit authorities and Prevent Blindness policies and guidelines.

The Standards of Operation and Best Practices review will be completed by the affiliate at the beginning of each fiscal year and signed by the affiliate CEO and Chairperson.

The review is meant to encourage open dialogue between the affiliate and national organization, discussing both opportunities and challenges toward advancing the Prevent Blindness mission both within the affiliate territory and across the network.

At least once annually, a joint meeting will take place in person or via video/teleconference between the affiliate and national staff leadership. The Standards of Operation and Best Practices will serve as the guide for the discussion.

STANDARDS
MANAGEMENT, GOVERNANCE, ADMINISTRATION

Prevent Blindness affiliates will:	Yes	No*	In Process*
1. Comply with all applicable federal laws and regulations, as well as applicable laws and regulations of the state and local jurisdictions in which they are based or operate:	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
a) Maintain bylaws that are consistent with the articles of incorporation, the laws of the state(s) and which are compatible with the national organization's bylaws and review regularly	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b) Have on file with national office a current copy of Bylaws and Articles of Incorporation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c) Hold a minimum of three meetings of the board of directors per year and shall approve with a quorum:	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
o an operating budget and income goals	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
o program plan	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
o an affiliate audit	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d) Be current in filing all required reports in its state(s) to be registered as a charitable organization and maintain its authorization to solicit and receive charitable donations and maintain records necessary to meet all federal/state requirements regarding status as a 501(c)3 organization	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Operate pursuant to accounting procedures and practices conforming to Generally Accepted Accounting Principles (GAAP).	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Adopt and implement policies and procedures to ensure that all conflicts of interest, or the appearance thereof, within the organization and the board are appropriately managed through disclosure, recusal and other means (Conflict of Interest Policy) and have board members/staff sign the policy annually.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Establish and implement policies and procedures that enable individuals to freely come forward with information on illegal practices or violations of organizational policies (Whistleblower Policy).	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Establish and implement policies and procedures to protect and preserve the organization's important documents and business records (Record Retention and Destruction Policy).	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. Comply with the Prevent Blindness Financial Management Policy (Financial Management Policy).	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. Provide to the national organization:	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
a) The affiliate annual audit report and form 990 (if not prepared by the national office) according to the timeline distributed to the national office	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b) Annual board-approved operating budget for current fiscal year	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c) Quarterly BMI/ASCAP reports	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. Operate under the direction of a multi-year and/or annual strategic/program plan including organizational objectives that will align with the national plan where appropriate and will not be in conflict with the national plan.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. Adopt the organization's mission "to prevent blindness and preserve sight."	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

*** For each “no” or “in process” answer, please explain here:**
 (This field will expand as you type in it.) _____

**STANDARDS
 HUMAN RESOURCES**

Prevent Blindness affiliates will:	Yes	No*	In Process*
1. Have a written statement of personnel policies, reviewed periodically to ensure compliance with applicable federal, state and local employment laws.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Have clear, written policies for paying or reimbursing expenses incurred by anyone conducting business or traveling on behalf of the affiliate and/or using a corporate credit card.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Have a written and board-approved process to review the performance and compensation of the affiliate CEO annually.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

*** For each “no” or “in process” answer, please explain here:**
 (This field will expand as you type in it.) _____

**STANDARDS
 COMMUNITY PROGRAMS, EDUCATION, PUBLIC POLICY**

Prevent Blindness affiliates will:	Yes	No*	In Process*
1. Will follow all Prevent Blindness scientific, public health, and policy position statements; provided an opportunity for affiliate input was given in the adoption process. (If your affiliate has conflict with any position statement, a meeting to resolve the conflict will be necessary).	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Spend a significant percentage, greater than 65%, of its annual budget on programs that pursue our mission to prevent blindness and preserve sight.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Collect program data and report annual program statistics in a timely manner on metrics established with the national organization. (Program Activity Report).	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Train, certify and report the names of vision screeners according to approved screening protocols (recognizing that individual state requirements supersede national organization protocols where differences exist).	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Provide (in writing) a brief description of the reasons for using and/or testing unapproved screening tools, devices and/or methods, seeking prior approval from the national organization for doing so.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

*** For each “no” or “in process” answer, please explain here:**
 (This field will expand as you type in it.) _____

STANDARDS
MARKETING, PUBLIC AWARENESS, ADVOCACY

Prevent Blindness affiliates will:	Yes	No*	In Process*
1. Prepare and publish an annual report on the organization's mission, program activities and financial information.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Comply with the national organization's graphic guidelines, including but not limited to protecting the name and logo usage on all printed materials and the website. Ensure materials have the appropriate copyright indications.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

*** For each "no" or "in process" answer, please explain here:**
(This field will expand as you type in it.) _____

**STANDARDS
RESOURCE DEVELOPMENT**

Prevent Blindness affiliates will:	Yes	No*	In Process*
1. Ensure solicitation materials and other communications addressed to donors and the public clearly identify the organization and are accurate and truthful.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Ensure contributions are used for purposes consistent with the donor's intent.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Provide donors with specific acknowledgements of charitable contributions, in accordance with IRS requirements, as well as information to facilitate the donor's compliance with tax law requirements.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Establish and implement a board-approved policy for gift acceptance that would determine whether accepting a gift would compromise ethics, financial or program focus or create a conflict of interest (Gift Acceptance Policy).	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Respect the privacy of individual donors, and except where disclosure is required by law, not sell or otherwise make available the names and contact information of its donors without providing them an opportunity at least once a year to opt out of the use of their name.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. Any entity engaged in a commercial co-venture relationship must have a written board-approved policy that: a) enumerates the criteria for evaluating commercial co-venture relationships; b) requires a written agreement with the corporation prior to entering the relationship; c) mandates the disclosure of financial support received as a result of the commercial co-venture relationship; d) mandates the development of written operating procedures for the review and approval of commercial co-venture relationships and ongoing evaluation of such relationships. (Guiding Principles for Corporate Relationships).	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. Not compensate internal or external fundraisers based on a percentage of the amount raised.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

*** For each "no" or "in process" answer, please explain here:**
(This field will expand as you type in it.) _____

**RECOMMENDED
BEST PRACTICES**

Prevent Blindness should follow these best practices:

MANAGEMENT, GOVERNANCE, ADMINISTRATION

1. Maintain an unrestricted operating reserve/liquidity equal to at least six months, and not more than three years, operating expense to compensate for fluctuations in cash flow, as well as to provide reasonable security for temporary financial difficulties.
2. Develop an investment policy, including a spending policy.

HUMAN RESOURCES

1. Have job descriptions of all employee positions.
2. Offer employee benefits for all eligible employees.
3. Offer employee training and development programs for all eligible employees.

COMMUNITY PROGRAMS, EDUCATION, PUBLIC POLICY

1. Use the national database to report training and screening data, public and professional education programs, and other services.
2. Have a strong referral and follow-up component as an integral part of the vision screening programs.
3. Participate in national advocacy efforts, including Eyes on Capitol Hill and advocacy efforts that arise throughout the year.
4. Establish and maintain relationships with state and federal elected and public health officials.
5. Conduct regular reviews of the affiliate's training and screening procedures to ensure quality and alignment with the national organization.
6. Coordinate national and local assistance programs whenever possible to assist those in need of vision health care (Sight for Students, One Sight, VSP Mobile Eyes Program, etc.
7. Have a current resource directory of eye care and vision related services and resources.
8. Refer people requesting services beyond the scope of Prevent Blindness to other organizations and groups offering those services.

MARKETING, PUBLIC AWARENESS ADVOCACY

1. Utilize the public awareness materials/campaigns prepared and distributed by the national marketing department, i.e., monthly observances and disease specific campaigns.

RESOURCE DEVELOPMENT

1. Participate in nationwide partnerships and initiatives in their territory.
2. Receive financial support from 100% of its Board of Directors and ask members to solicit others for financial support.
3. Participate in the nationwide direct mail and direct mail acquisition program.
4. Maintain a donor data base.
5. Have a planned giving program in place.

CERTIFICATION STATEMENT

We, the undersigned, certify that the information provided herein, and in any accompanying documents, are accurate to the best of our knowledge.

Board Chair Sherry Lewis

CEO _____



Date 5-3-18

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