

City of Columbia, County of Boone, and the  
Heart of Missouri United Way  
Social Service Agency 2009 Evaluation:  
Basic Needs and Emergency Services

Presented to:  
Boone County Community Services Advisory Commission  
Heart of Missouri United Way  
by  
Emily Johnson

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*Institute of Public Policy  
University of Missouri  
137 Middlebush Hall  
Columbia, MO 65211*



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## Introduction

The City of Columbia, County of Boone and the Heart of Missouri United Way contracted with Emily Johnson from the Institute of Public Policy, Truman School of Public Affairs at the University of Missouri to conduct an evaluation of the funded Basic Needs and Emergency Services programs. The evaluation process utilized this year is a change from previous year's evaluations. This is the first year of a three year process which will provide a comprehensive evaluation in a staggered cycle by service category as follows:

- 2010 – Basic Needs and Emergency Services
- 2011 – Children, Youth, and Families
- 2012 – Economic Opportunity, Independent Living, Mental Health

The year in which programs are evaluated is intended to coincide with the year in which the City and County will issue a targeted RFP for the purchase of services in that service category, as the information from the evaluation will be used to craft the RFP.

Ten agencies are included in the Basic Needs and Emergency Services category. Agencies and programs include:

- American Red Cross
  - Disaster Preparedness
  - Disaster Relief
  - Armed Forces Services
- Community Garden Coalition
  - Community Gardens
- Comprehensive Human Services – The Shelter
  - Advocacy Services
  - Transitional Living Program
  - Emergency Shelter
- The Food Bank for Central and Northeast Missouri
  - Central Missouri Food Bank Pantry
  - Central Missouri Food Bank
- Harvest House
  - Emergency Shelter
- Mid-Missouri Legal Services Corporation
  - Break the Cycle of Violence
- Reality House
  - Positive Motivation, Inc.
- Salvation Army
  - Harbor House Emergency Shelter
  - Social Services
- Voluntary Action Center
  - Family Assistance and Emergency Services
  - Essential Transportation
  - Volunteer Coordination
- Welcome Home
  - Homeless Veterans Program

The City/County and United Way funded a total of 18 programs, seven programs were funded through this initiative by the United Way, five were funded by the City/County, and six programs were funded jointly.

## Methods

In March of 2010 the evaluator developed an evaluation template to guide the evaluation site visits. Appendix A is a copy of the evaluation template. Once the template was designed, the evaluator contacted the executive director of each agency to schedule a site visit. Individual site visits were conducted with each agency's executive director and some key personnel. Evaluation site visits were conducted at each location from April 2nd-April 15th, 2010.

Prior to the evaluation visit, the executive director was supplied with a copy of the evaluation template to review and prepare any supporting documentation he or she found relevant to the evaluation. In addition to the evaluation questions and general observations, the evaluator requested the opportunity to observe a portion of the agency's program in action when appropriate. The evaluator was able to tour many of the agencies facilities, meet with key personnel, observe infrastructure and facilities, and observe data systems and procedures.

The evaluator utilized information gathered from site visit interviews and observations to determine the agency's capacity level related to the funded programs in seven major categories. A modified version of the McKinsey Capacity Assessment Grid developed by Venture Philanthropy Partners<sup>1</sup> was used to help develop evaluation questions and determine criteria for each category. For the purposes of this evaluation, capacity refers to the resources, knowledge, and processes that enable an organization to fulfill its mission. Agencies that examine their capacity can work to expand it in order to meet existing or emerging needs.

Capacity categories that were evaluated include: Process and Delivery, Data Management, Performance Measurement, Program Budget, Systems and Infrastructure, Human Resources, and External Relationships. The evaluator analyzed criteria for each category and assigned a capacity score.

### Capacity Scores:

- 4 – High level of capacity in place
- 3 – Moderate level of capacity in place
- 2 – Basic level of capacity in place
- 1 – Clear need for increased capacity

<sup>1</sup> McKinsey Capacity Assessment Grid, Venture Philanthropy Partners. [www.venturephilanthropypartners.org](http://www.venturephilanthropypartners.org)

Capacity scores are reflective of the capacity needs and opportunities of the agency and are not designed to evaluate the quality or impact of the agency or its programs. Appendix B includes the evaluation summary for each agency in the basic needs and emergency services category.

**Analysis**

In addition to the individual agency summaries, the evaluator analyzed the trends that emerged from analysis of the agencies as a group. Table A is a summary of the agencies’ capacity scores for each category.

As a whole, the agencies in the basic needs and emergency services category have moderate to high capacity in each of the categories. Individual capacity scores ranged from basic to high. The weakest capacity categories are the following:

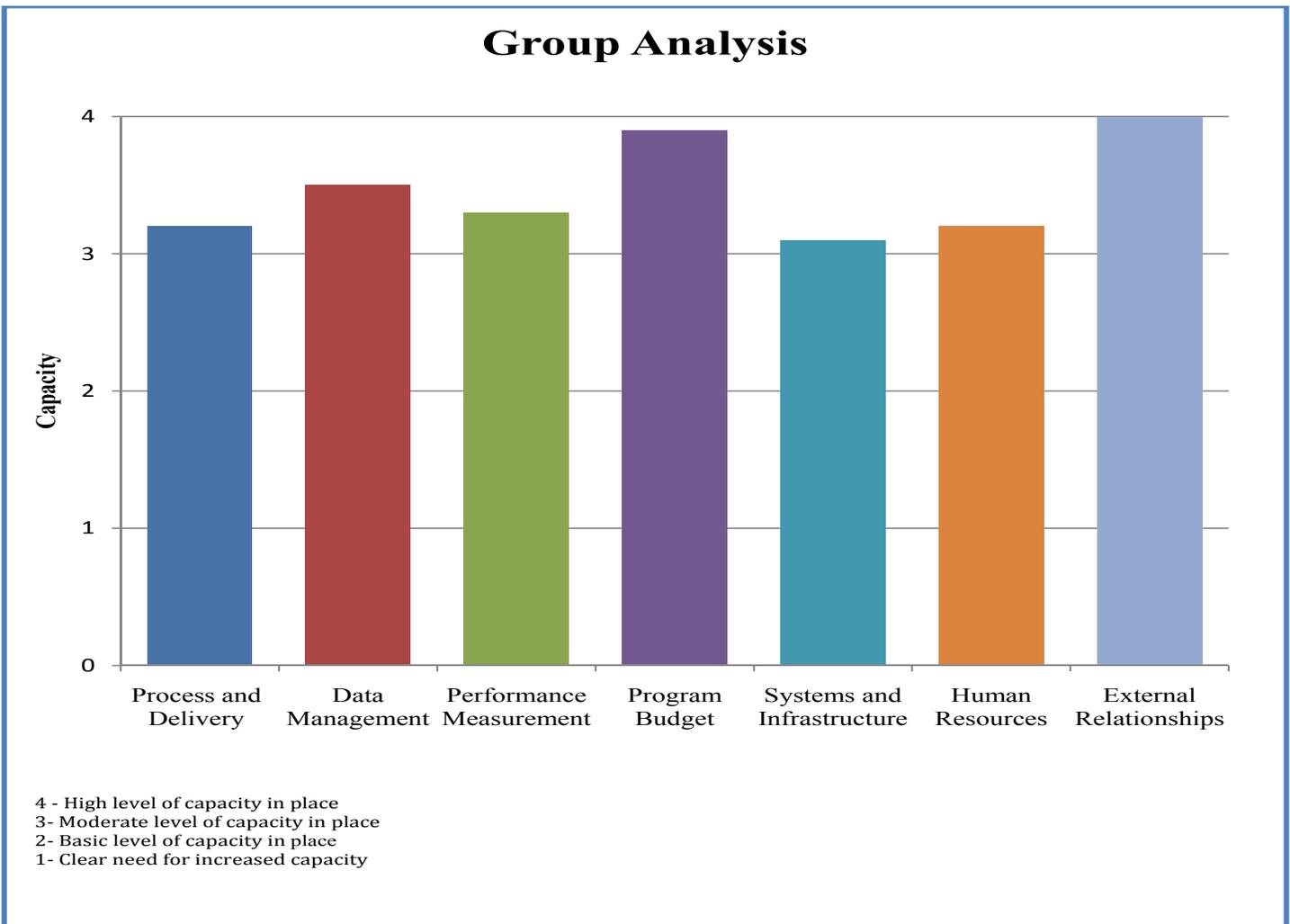
**Process and Delivery**

In general, agencies that scored lower on process and delivery criteria struggled with providing an adequate process or system to allow participants to provide feedback to the agency. Many agencies have also encountered barriers related to a lack of funding and resources and staffing cuts which affect the process and delivery of services.

**Performance Measurement**

Most agencies have performance measurements that include outputs and outcomes that are reasonable and obtainable. Some agencies do struggle with the ability to utilize performance measurements to help guide programming. Agencies should be consistently utilizing performance measurements with their clients, staff, board members, and stakeholders and not simply report the measures to their funders. Performance measures

TABLE A



allow agencies to go beyond simply counting the services they provide but capture the impact those services have on the community.

**Systems and Infrastructure**

Many agencies are dealing with aging systems and infrastructure and have identified the need to upgrade some systems and buildings in the future. However, agencies also struggle with the ability to fund and maintain upgrades and new facilities. In general, most agencies have computer systems that are adequate to allow them to collect and store information needed to report to funders.

**Human Resources**

All agencies reported that their existing staffs are made up of skilled and talented individuals with a true dedication to the mission and vision of the organization. However, as with systems and infrastructure, many agencies see the need to add additional staff, but are limited by funding and resources.

**Evaluation**

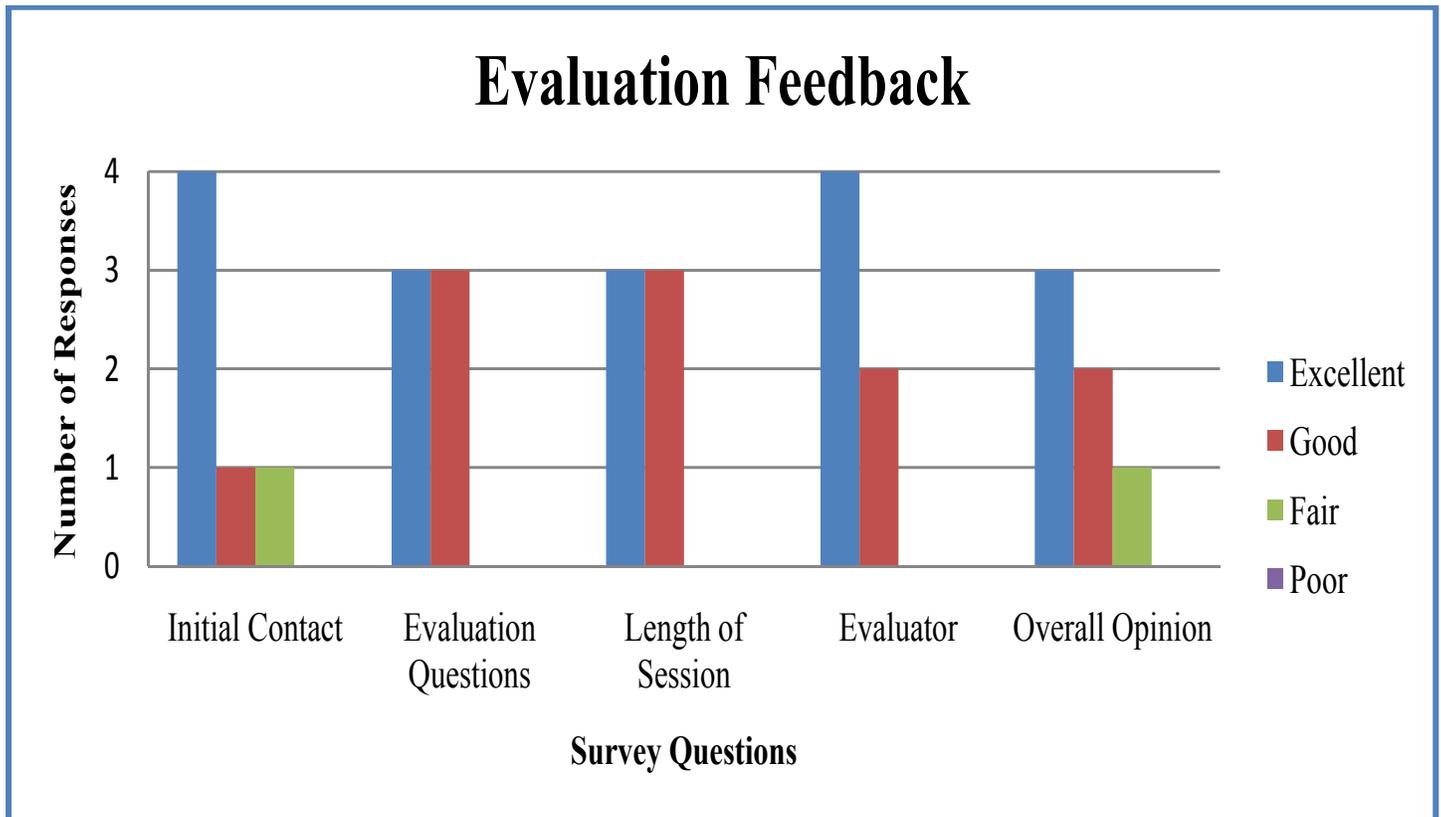
The final step of the evaluation process was an opportunity for the agencies’ executive directors to provide feedback regarding

the evaluation process. The evaluator developed an on-line survey using Survey Monkey that was sent to each agency following their evaluation visit. Each agency was informed that the information they provided was anonymous and would not be used in evaluation or funding decisions. Appendix D is a copy of the evaluation survey.

Six (60%) of the ten agencies responded to the on-line survey. Table B is a summary of the responses collected. Comments collected from the evaluation feedback survey are as follows:

- Reviewing and completing the Social Service Agency Evaluation Template in advance of the meeting with your evaluators was very hopeful [sic]. It was very helpful to step back and take a hard look at our program, in advance of the meeting, to identify weaknesses that we need to work on.
- We are so grateful for the strong community support we receive and are happy to update our funding sources with how we are using the generous gifts.
- Always enjoy meeting with Emily and she does an outstanding job.
- The final meeting was great but the beginning was confusing.

TABLE B



## Observations

*Funded Programs* - Through the evaluation process, the evaluator was able to quickly observe the depth and breadth of programs geared to basic needs and emergency services provided by funding through the Boone County Community Services Advisory Commission (BCCSAC) and the Heart of Missouri United Way. Agency directors and staff showed a genuine interest in providing vital services to individuals in need in the community. The sense of community support and assistance was evident in the design of the agencies' program implementation and delivery of services.

*External Relationships* - The evaluation design would benefit from collecting information regarding external relationships directly from community partners including peers and partnering organizations. This is a component of capacity that could best be answered by outside sources instead of the agency itself. For the next evaluation cycle, the evaluator will develop an on-line survey that will be sent to peer and partnering organizations in the community to allow them to comment on their relationship with the specific organization.

*Capacity Standards* - Following the completion of the evaluation process, agencies that participated in the process might be left wondering what they can do to address the weaker capacity areas or what standards they are expected to achieve from year to year. For the next evaluation cycle, the evaluator will research capacity standards and how other communities and organizations set standards for funded agencies to strive for. This information will be valuable to the agencies to understand what is expected from them and how to move forward in terms of capacity.

In addition to developing a set of capacity standards, the BCCSAC and the United Way could explore the possibility of providing agencies with capacity building information in order to address the areas of weakness as identified in the evaluation process. The evaluator anticipates that agencies and executive directors will be anxious to gather further information to address the issues identified in the evaluation.

Institute of Public Policy  
137 Middlebush  
University of Missouri  
Columbia, MO 65211  
<http://www.truman.missouri.edu/ipp>

City of Columbia/County of Boone  
Heart of Missouri United Way  
Social Service Agency 2009 Evaluation Template

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**Agency:**

**Program(s):**

**Date/Time of Visit:**

**Participants:**

Questions? Contact: Emily Johnson  
Institute of Public Policy  
University of Missouri  
[johnsonemi@missouri.edu](mailto:johnsonemi@missouri.edu)  
(573) 884-5473

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*Process and Delivery*

1. Please give a brief overview of your program including your target population and overall strategies.
2. What aspects of your program seem to be most successful with participants? Why do you think this is the case? How do you determine what aspects of your program as most successful?
3. What barriers to success have you encountered with your program?
4. What systems are in place to allow your clients or community partners to supply feedback to your organization?
5. Please identify what models or best practices (if any) you utilize in the implementation of your program.
  - a. If you have not utilized a best practice or model program, are you aware of any that might fit your program? Please discuss.

*Data Management*

6. Please describe your data collection, storage, and management techniques.
7. How do you ensure the confidentiality of the data you collect?
8. Please describe how you analyze and report data for this program.
9. Please describe the systems you utilize to ensure the validity and reliability of the data you collect and report.
10. How do you utilize the data to improve performance?

*Performance Measures*

11. Please describe the unit of service you report on for your program.
12. Please discuss how you measure your outputs. Please describe your ability to meet or exceed your projected outputs.
13. Please describe how you measure your outcomes. Please describe your ability to meet or exceed your projected outcomes.
14. Please describe the barriers or challenges you have experienced with performance measurement.

Program Budget

15. Please describe your procedures for developing your program budget.
16. How do you utilize program data to help develop your budget?
17. What is the cost per unit of service for your program?
18. How is the cost per unit determined when preparing your program budget?

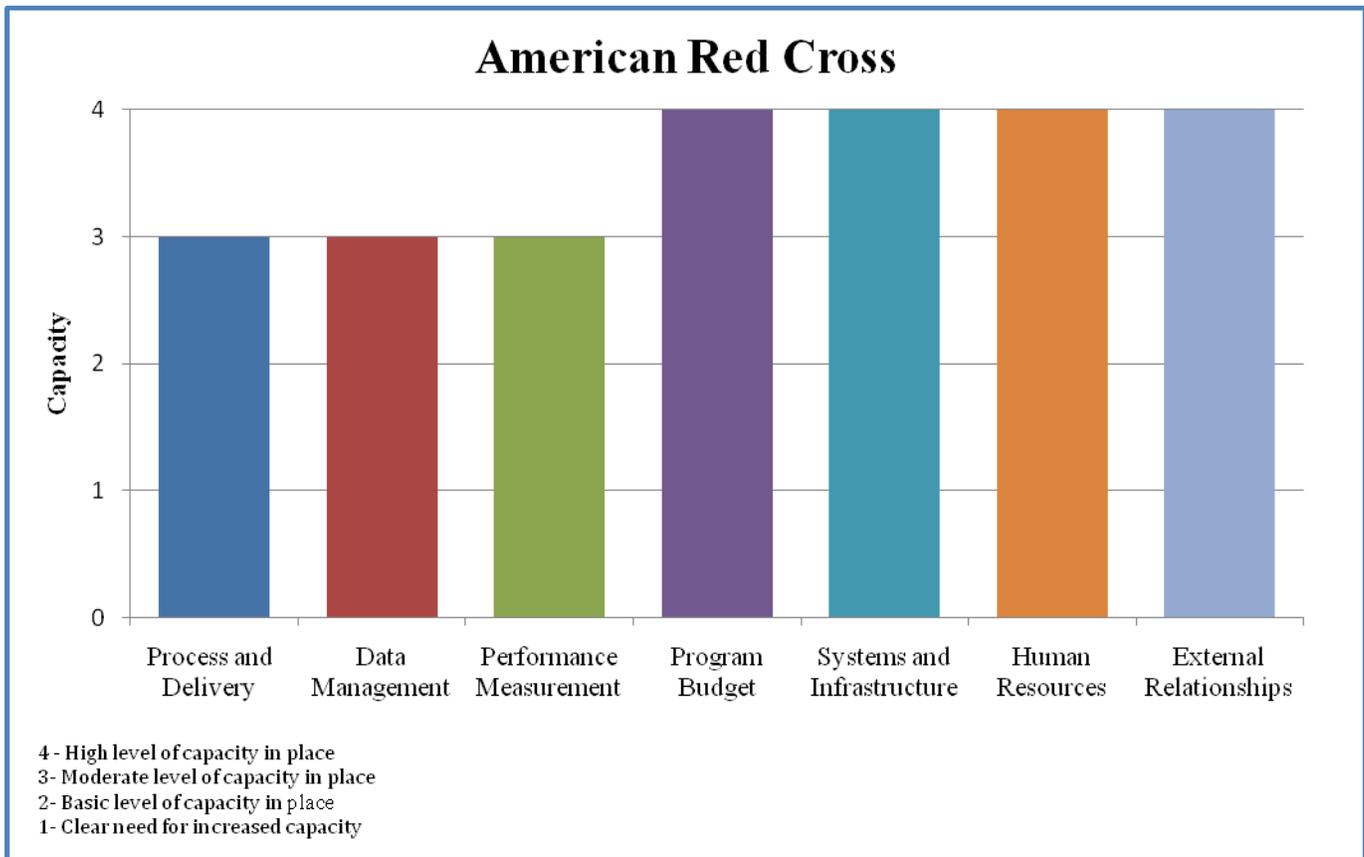
Program Capacity

Does your organization have the capacity to support your programming?

19. Systems and Infrastructure
  - a. Is your infrastructure well tailored to meet your organization's current and anticipated needs?
  - b. Do you have the computers, systems, networks, and accessibility to meet the technology needs of your organization?
  - c. Do you have the necessary software and access to collect, store, and report data?
20. Human Resources
  - a. Do you have the appropriate number of staff with a broad range of skills that are committed to the mission and vision of the organization?
  - b. Does your board provide direction, support and accountability to the program goals?
  - c. Does your organization have effective management from your leaders?
  - d. Does your leadership have experience and standing in your organization and the community?
  - e. Are your volunteers capable and dedicated to the mission and vision of the organization?
21. Performance Measurement utilization
  - a. Please describe your experience with utilizing performance measurements in your organization.
  - b. How do you utilize your performance measurement data to guide programming?
  - c. Are the performance measurements required under this funding consistent with other funders you report to?
22. External Relationships
  - a. Please describe your community partners.
  - b. Is your organization widely known in the community and perceived to be actively engaged and responsive?

Agency Feedback

23. You will be asked to provide the evaluator with anonymous feedback regarding the evaluation process following this visit.



**Programs:** Disaster Preparedness – United Way Funding  
 Disaster Relief – United Way Funding  
 Armed Forces Services – United Way Funding

**Process and Delivery:** Moderate level of capacity in place

- The agency has a clear process and structure for service delivery.
- The agency utilizes the processes, procedures, and training of the National American Red Cross. Local chapter data is reported to the national level.
- The agency immediately collects surveys on all training conducted, and occasionally collects feedback from individuals provided with disaster assistance. The agency should attempt to collect feedback from all individuals who are provided services.
- The agency has encountered barriers related to limited economic resources and guidelines that restrict types of support. The agency has also identified limited support for the Armed Forces Services.

**Data Management:** Moderate level of capacity in place

- The agency has a clear system for data collection, management, and reporting.

- The agency ensures the confidentiality of the data collected by utilizing password protected computers, locking all hard copies of data, and not releasing information that is individually identifiable.
- The agency ensures the reliability of the data by providing the same instructions and surveys to the clients and case managers. The agency utilizes a three tiered process for checking entered information.
- The agency ensures the validity of the data by developing survey questions and data logs based on the outputs and outcomes the agency has proposed to measure. The agency does not currently collect survey information from all clients receiving disaster assistance.

**Performance Measures:** Moderate level of capacity in place

- The agency has developed outputs and outcomes that are reasonable and obtainable.
- The agency occasionally utilizes performance measures to help guide programming by looking at trends and identifying changes in need. Because data are not collected on all services provided, the agency is not able to fully utilize performance measures to guide programming.

**Program Budget:** High level of capacity in place

- The agency has a clear system for developing the program budget.
- The agency utilizes performance measures and the data they collect to help guide program budget planning.

**Systems and Infrastructure:** High level of capacity in place

- The agency's infrastructure is well tailored to meet the organization's current and anticipated needs.
- The agency is able to utilize a larger network of resources through surrounding chapters and the national organization if needed.

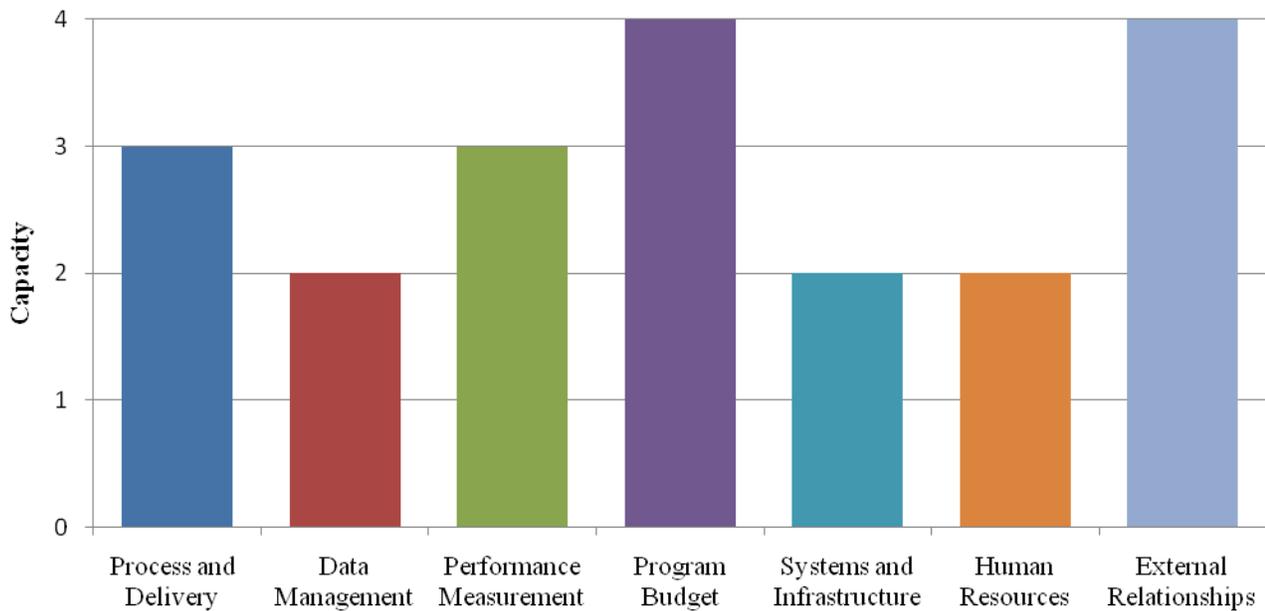
**Human Resources:** High level of capacity in place

- The agency has recently had some reduction of staff due to attrition and as a result workloads have increased for existing staff.
- The agency's board provides direction, support, and accountability to the program goals.
- The agency's volunteers are capable and dedicated to the mission and vision of the organization. The agency has a pool of very dedicated volunteers, and a pool of trained volunteers that can be mobilized for emergencies.

**External Relationships:** High level of capacity in place

- The agency utilizes a wide variety of community partners and has developed significant relationships with their partners.
- The agency feels they are widely known in the community and perceived to be actively engaged and responsive.

## Community Garden Coalition



4 - High level of capacity in place  
 3 - Moderate level of capacity in place  
 2 - Basic level of capacity in place  
 1 - Clear need for increased capacity

**Programs:** Community Gardens- City/County Funding

**Process and Delivery:** Moderate level of capacity in place

- The agency has a clear process and structure for service delivery.
- The agency utilizes past experience and resources such as the Community Gardening Toolkit to help guide program design and implementation.
- The agency collects demographic and some socioeconomic data from participants at the beginning of the season. The agency attempts to collect number of volunteer hours and pounds of food donated at the end of the season. The agency relies on garden leaders to provide some information. The agency is limited in its ability to collect information due to the limited contact with participants.
- The agency has encountered barriers related to gardener turnover and lack of gardening skills. Frequent gardener turnover often occurs due to student turnover in the community.

**Data Management:** Basic level of capacity in place

- The agency has developed a system for data collection, management, and reporting. Data collection is limited by interactions with participants.
- The agency ensures the confidentiality of the data collected by controlling access to sensitive data by limiting the information to the executive director.
- The agency ensures the reliability of the data by providing the same instructions and collection forms to the garden leaders and participants.

- The agency ensures the validity of the data by developing survey questions and data logs based on the outputs and outcomes the agency has proposed to measure. The agency utilizes a formula for determining garden production and volunteer hours. The agency uses volunteers to attempt to collect data from all participants.

**Performance Measures:** Moderate level of capacity in place

- The agency has developed outputs and outcomes that are reasonable and obtainable. Previously the agency worked with Boonville Correctional Facility to provide resources and then the food was donated back to Boone County. Unfortunately, the facility is no longer participating in the program and these pounds of food will not be donated. This may result in a reduction in the amount of donated food as originally projected.
- The agency utilizes performance measures to help guide programming by looking at participation and underutilization of specific gardens or by specific populations.

**Program Budget:** High level of capacity in place

- The agency has a clear system for developing the program budget.
- The agency utilizes performance measures and the data they collect to help guide program budget planning. The agency develops a budget based on an assessment of the previous year's budgets and make adjustments based on gaps and needs.

**Systems and Infrastructure:** Basic level of capacity in place

- The agency's infrastructure is adequate to meet the organization's current and anticipated needs. Issues arise because the agency does not own the gardens and operate at the discretion of the land owners.
- The agency has begun utilizing an accounting system which helps with planning and tracking.

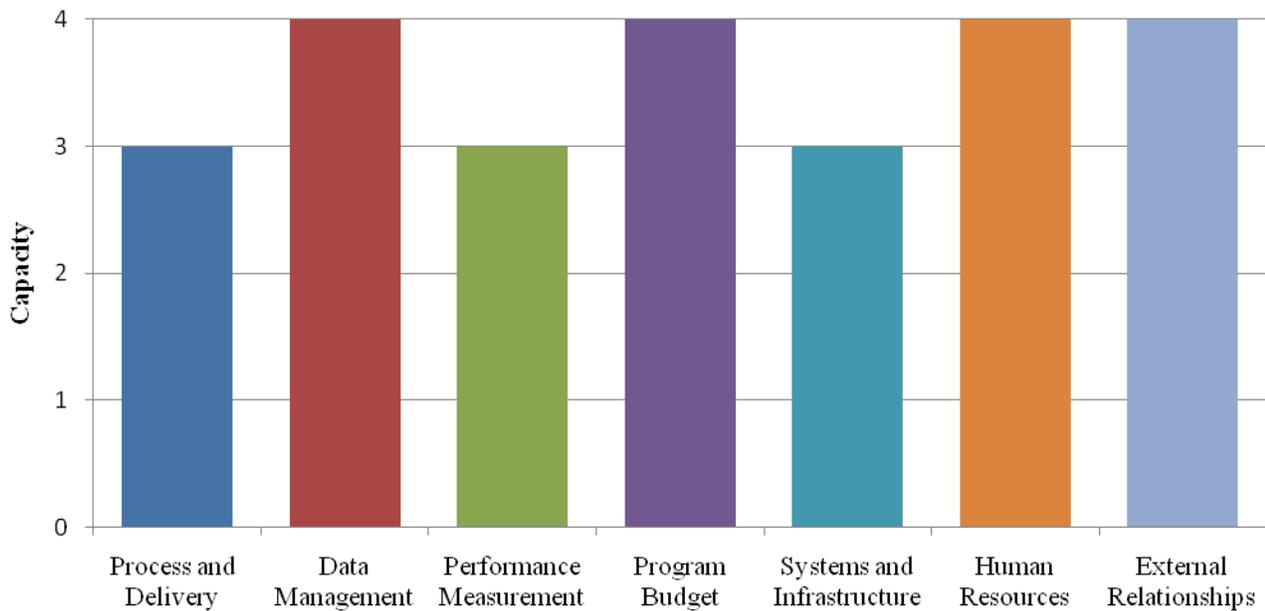
**Human Resources:** Basic level of capacity in place

- The agency relies entirely on volunteer management and support. Volunteers are active and passionate about the program, however are limited by time and capacity.
- The agency's board provides direction, support, and accountability to the program goals.
- The agency's volunteers are capable and dedicated to the mission and vision of the organization. The agency utilizes volunteer garden leaders to oversee and help manage the gardens and data collection.

**External Relationships:** High level of capacity in place

- The agency utilizes a wide variety of community partners and has developed significant relationships with their partners.
- The agency feels they are known in the community through volunteer events and fairs. The agency also does specific marketing through the use of door hangers in neighborhoods that have active garden sites.

## Comprehensive Human Services-- The Shelter



4 - High level of capacity in place  
 3 - Moderate level of capacity in place  
 2 - Basic level of capacity in place  
 1 - Clear need for increased capacity

**Programs:** Advocacy Services – Joint funding  
 Transitional Living Program – Joint funding  
 Emergency Shelter – Joint funding

**Process and Delivery:** Moderate level of capacity in place

- The agency has a clear process and structure for service delivery.
- The agency is a member of the Missouri Coalition Against Domestic and Sexual Abuse and adheres to the standards and guidelines of that organization. The agency utilizes best practices in confidentiality, protocols, and referrals.
- The agency conducts two client surveys, an initial needs assessment and an exit survey. The board also collects feedback regarding the executive director from a community partner survey.
- In 2009 the agency had to deal with several barriers including loss of Federal funding for the Transitional Living Program, and reduction and turn over in staffing.

**Data Management:** High level of capacity in place

- The agency has a clear system for data collection, management, and reporting.
- The agency ensures the confidentiality of the data collected by instructing clients to complete the survey anonymously and return the survey in the envelope provided.
- The agency ensures the reliability of the data by providing the same instructions and surveys to the clients, case managers, and counselors. Staff is trained on how to collect and report data, and the

importance of the data collection process. The data is entered by the administrative assistant and double checked by the data manager.

- The agency ensures the validity of the data by developing survey questions and data logs based on the outputs and outcomes the agency has proposed to measure. The agency also ensures validity by collecting data on all of the clients it provides services to.
- Due to the nature of the client interactions, the agency has reported low response rates on client surveys, but is striving to improve the response rate.

**Performance Measures:** Moderate level of capacity in place

- The agency has developed outputs and outcomes that are reasonable and obtainable. In 2009 the agency was not able to fully meet the output targets identified for emergency shelter, advocacy services, or transitional housing. The agency met or exceeded outcome targets for all three programs.
- The agency utilizes performance measures to guide program decisions and resource allocation.

**Program Budget:** High level of capacity in place

- The agency has a clear system for developing the program budget.
- The agency utilized performance measures to help guide programming budget planning.

**Systems and Infrastructure:** Moderate level of capacity in place

- The agency's infrastructure is well tailored to meet the organization's current needs.
- The agency anticipates needing additional office space, upgrading the telephone system, and upgrading the computer networking system to address the agency's anticipated future needs.

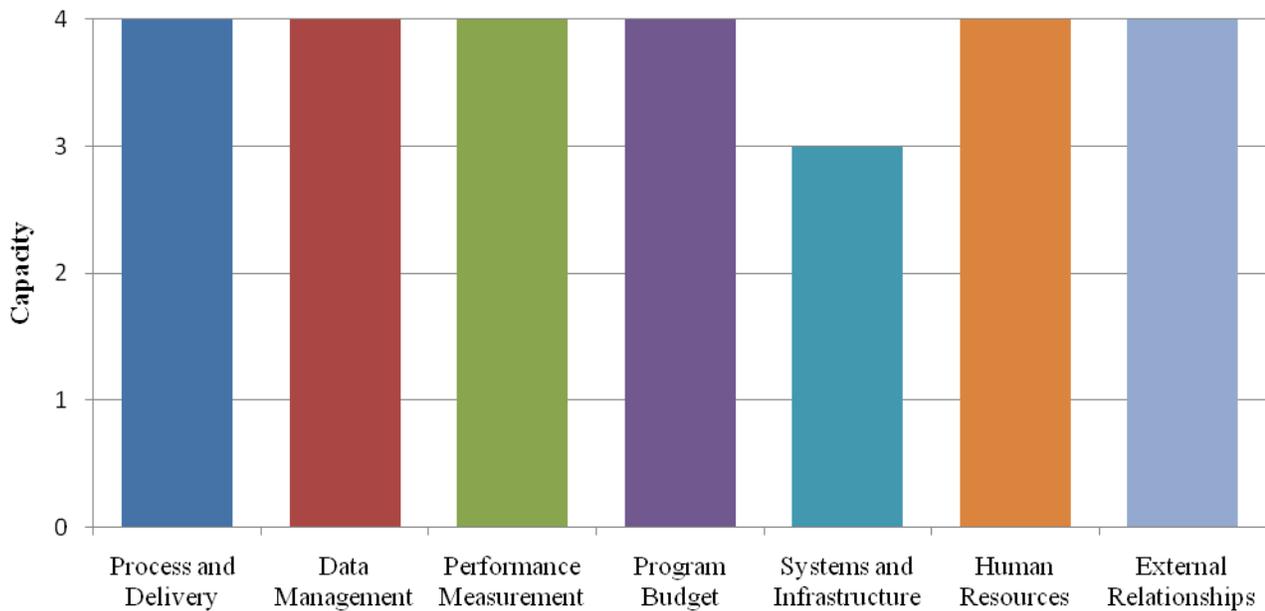
**Human Resources:** High level of capacity in place

- The agency has recently had staff cutbacks but has been able to retain skilled staff that is committed to the mission and vision of the organization.
- The agency's board provides direction, support, and accountability to the program goals.
- The agency's volunteers are capable and dedicated to the mission and vision of the organization. The agency provides extensive training for its volunteers and has implemented a creative system to ensure trained volunteers are properly utilized.

**External Relationships:** High level of capacity in place

- The agency utilizes a wide variety of community partners and has developed significant relationships with their partners. The agency has recently received a communication's grant which will allow for more exposure in the community.
- The agency feels they are widely known in the community and perceived to be actively engaged and responsive.

## The Food Bank for Central and Northeast Missouri



4 - High level of capacity in place  
 3 - Moderate level of capacity in place  
 2 - Basic level of capacity in place  
 1 - Clear need for increased capacity

**Programs:** Central Missouri Food Bank Pantry – Joint Funding  
 Central Missouri Food Bank – United Way Funding

**Process and Delivery:** High level of capacity in place

- The agency has a clear process and structure for service delivery. The agency has had recent success with the mobile food pantry which can distribute frozen and refrigerated products.
- The agency is a member of Feeding America, a coalition of 200 food banks in the U.S. Feeding America sets benchmarks and provides rankings of their participating agencies.
- The agency collects client surveys from individuals utilizing the pantry. The agency conducts an annual meeting of their participating distributors to discuss operations and to solicit feedback.
- The agency has identified some program barriers related to financial challenges and the inability to control the food supply.

**Data Management:** High level of capacity in place

- The agency has a clear system for data collection, management, and reporting.
- The agency ensures the confidentiality of the data collected by standardizing the data collection process and by not reporting individually recognizable data.
- The agency ensures the reliability of the data by providing the same instructions and surveys to the pantry clients. Staff is trained to properly collect and store data.

- The agency ensures the validity of the data by developing data collection based on the outputs and outcomes the agency has proposed to measure. The agency also ensures validity by collecting data on all of the clients it provides services to.
- The agency also utilizes an inventory system to monitor food inventories and participates in physical audits by outside auditors.

**Performance Measures:** High level of capacity in place

- The agency has developed outputs and outcomes that are reasonable and obtainable.
- The agency met the output targets and exceeded the outcome targets for the pantry services.
- The agency utilizes performance measures to help guide programming by looking at trends and identifying changes in need.

**Program Budget:** High level of capacity in place

- The agency has a clear system for developing the program budget. The organization utilizes historical budget data and makes modifications based on emerging needs.
- The agency utilizes performance measures to help guide program budget planning.

**Systems and Infrastructure:** Moderate level of capacity in place

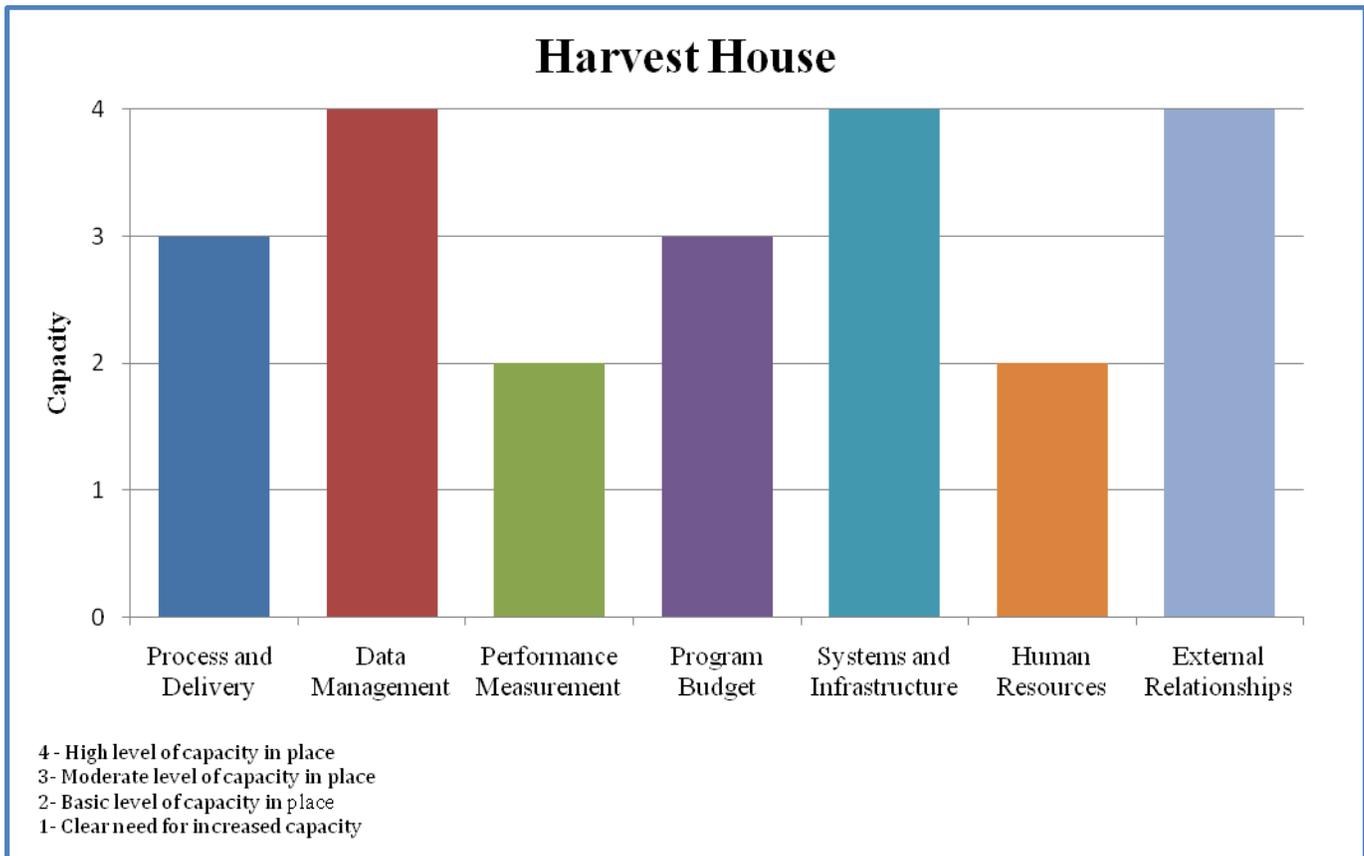
- The agency's infrastructure is well tailored to meet the organization's current needs. The pantry has recently been moved to a new facility which has considerably more space.
- The agency anticipates the food bank will soon require a larger facility and improvement will be needed to the transportation fleet.
- The agency has also identified that the inventory system needs to be upgraded and is considering a system recommended by Feeding America.

**Human Resources:** High level of capacity in place

- The agency has the appropriate number of staff that are committed to the mission and vision of the organization. As workload requires, the agency might need to add 1-2 more employees.
- The agency's board provides direction, support, and accountability to the program goals.
- The agency's volunteers are capable and dedicated to the mission and vision of the organization. The agency reports a large volunteer base that has remained strong and increases the visibility of the organization.

**External Relationships:** High level of capacity in place

- The agency utilizes a wide variety of community partners and has developed significant relationships with their partners.
- The agency feels they are widely known in the community and perceived to be actively engaged and responsive.



**Programs:** Emergency Shelter – United Way Funding

**Process and Delivery:** Moderate level of capacity in place

- The agency has a clear process and structure for service delivery.
- The agency utilizes the tracking through the ROSIE tracking system through the Homeless Management Information System (HMIS)
- The agency does an initial intake and needs assessment of clients as they enter the program. The agency has house meetings to allow clients to discuss issues and have a suggestion box. The agency could collect more valuable information by standardizing the feedback process.
- The largest barrier to success for the agency is the current economic challenges, including employment and reduction in fundraising. Transportation is also a barrier for the agency’s clients.

**Data Management:** High level of capacity in place

- The agency utilizes the ROSIE system for data collection, management, and reporting.
- The agency ensures the confidentiality of the data collected by training staff on confidentiality, locking the offices doors, and restricting computer use.
- The agency ensures the reliability of the data by utilizing the same intake and assessment form for all clients and by establishing a clear process for background checks and admission into the program.

- The agency ensures the validity of the data by developing survey questions and data logs based on the outputs and outcomes the agency has proposed to measure. The agency also ensures validity by collecting data on all of the clients it provides services to.

**Performance Measures:** Basic level of capacity in place

- The agency has developed outputs and outcomes that are reasonable and obtainable. The agency has difficulty identifying the appropriate outcome levels due to a variation in client performance and other external factors.
- The agency occasionally utilizes performance measures to guide programming. The agency should strive to include information obtained from performance measure to guide program decisions.

**Program Budget:** Moderate level of capacity in place

- The agency has a clear system for developing the program budget.
- The agency occasionally utilizes performance measures to help guide program budget planning.
- The agency should strive to include information obtained from performance measure to guide program budget decisions.

**Systems and Infrastructure:** High level of capacity in place

- The agency's infrastructure is well tailored to meet the organization's current and anticipated needs.
- The agency anticipates needing some computer upgrades in the future.

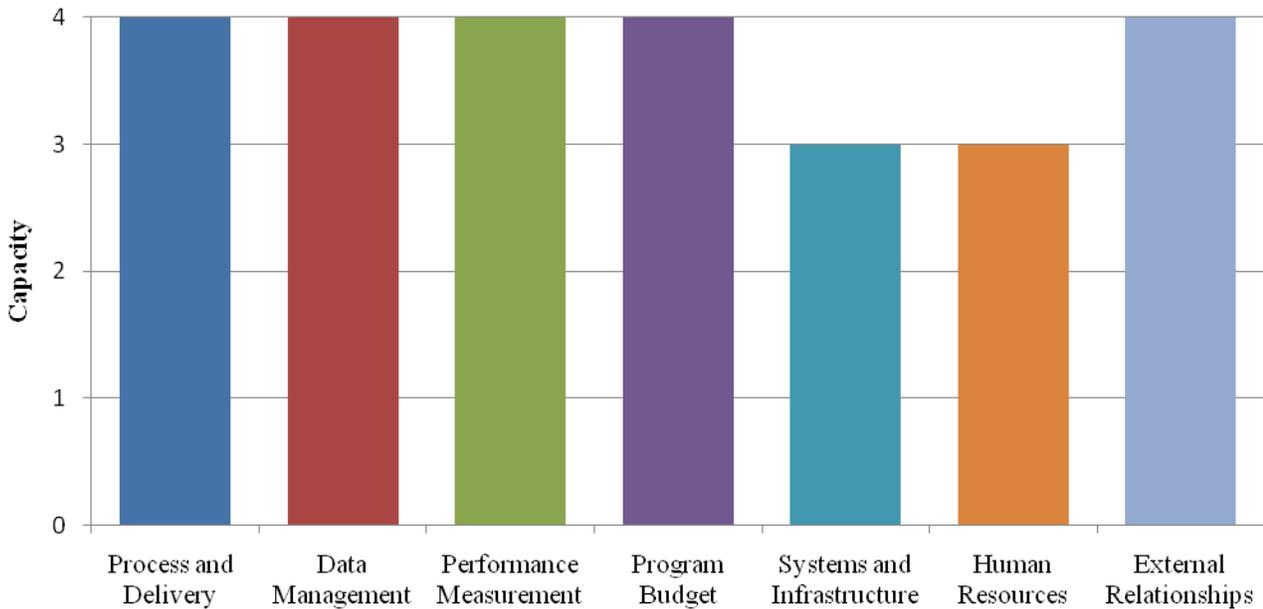
**Human Resources:** Basic level of capacity in place

- The agency does not have the appropriate number of staff to meet the current or anticipated needs of the organization. The agency has identified the need for an executive director who would be dedicated to the administrative needs of the organization.
- The agency's board provides direction, support, and accountability to the program goals.
- The agency utilizes volunteers and has a system designed to screen volunteers and utilize them appropriately.

**External Relationships:** High level of capacity in place

- The agency utilizes a wide variety of community partners and has developed significant relationships with their partners.
- The agency feels they are widely known in the community and perceived to be actively engaged and responsive.

## Mid-Missouri Legal Services Corporation



4 - High level of capacity in place  
 3 - Moderate level of capacity in place  
 2 - Basic level of capacity in place  
 1 - Clear need for increased capacity

**Programs:** Break the Cycle of Violence- City/County Funding

**Process and Delivery:** High level of capacity in place

- The agency has a clear process and structure for service delivery.
- The agency is one of 4 legal aid agencies in the state and the agencies collaborate to discuss effective practices and share experiences.
- The agency collects data at intake and conducts follow-up surveys when services are completed.
- The agency has encountered barriers related to clients that do not follow through with services and difficulty with some jurisdictions enforcing orders of protection.

**Data Management:** High level of capacity in place

- The agency has a clear system for data collection, management, and reporting.
- The agency ensures the confidentiality of the data collected by utilizing the KEMP system for case management which is password protected.
- The agency ensures the reliability of the data by utilizing consistent collection forms and instructions. The agency provides staff with constant training on the system.
- The agency ensures the validity of the data by developing survey questions and data logs based on the outputs and outcomes the agency has proposed to measure. The agency attempts to collect information from all clients who receive services.

**Performance Measures:** High level of capacity in place

- The agency has developed outputs and outcomes that are reasonable and obtainable.
- The agency utilizes performance measures to help guide programming by looking at trends and identifying changes in need. The agency has utilized performance measure to strengthen the relationship with judges and law enforcement through reporting feedback from clients.

**Program Budget:** High level of capacity in place

- The agency has a clear system for developing the program budget.
- The agency utilizes performance measures and the data they collect to help guide program budget planning.

**Systems and Infrastructure:** Moderate level of capacity in place

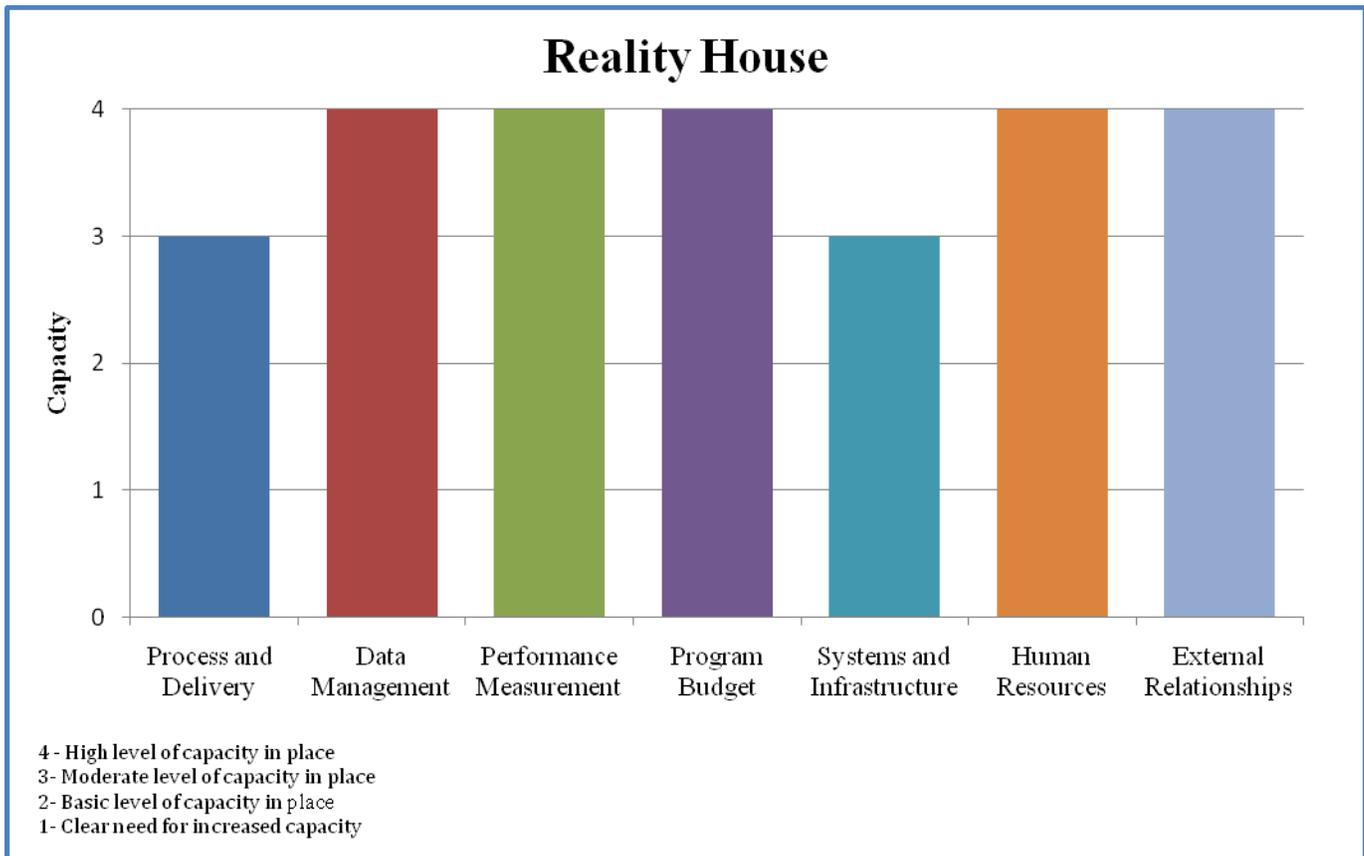
- The agency's infrastructure is well tailored to meet the organization's current needs
- The agency is able to utilize an efficient computer system to track data.

**Human Resources:** Moderate level of capacity in place

- The agency has the appropriate number of staff that are committed to the mission and vision of the organization. The agency could use 1-2 more attorneys to deal with the expanding workload.
- The agency's board provides direction, support, and accountability to the program goals.
- The agency's volunteers are capable and dedicated to the mission and vision of the organization. The agency has a pool of very dedicated volunteers, and a pool of trained volunteers that can be mobilized for emergencies.

**External Relationships:** High level of capacity in place

- The agency utilizes a wide variety of community partners and has developed significant relationships with their partners.
- The agency feels they are widely known in the community and perceived to be actively engaged and responsive.



**Programs:** Positive Motivation, Inc. (PMI)- City/County Funding

**Process and Delivery:** Moderate level of capacity in place

- The agency has a clear process and structure for service delivery.
- The agency has developed the program based on experience in the community.
- The agency collects intake information on all clients and maintains data collected by counselors and staff.
- The agency has encountered barriers related to participant buy-in and motivation to complete treatment and participate in the program.

**Data Management:** High level of capacity in place

- The agency has a clear system for data collection, management, and reporting.
- The agency ensures the confidentiality of the data collected by limiting staff with access to the client data.
- The agency ensures the reliability of the data by providing training to staff on how to collect and report data.
- The agency ensures the validity of the data by developing survey questions and data logs based on the outputs and outcomes the agency has proposed to measure. The agency has a set of standards and audit procedures to ensure accuracy and consistency.

**Performance Measures:** High level of capacity in place

- The agency has developed outputs and outcomes that are reasonable and obtainable.
- The agency utilizes performance measures to help guide programming by looking at trends and identifying changes in need.

**Program Budget:** High level of capacity in place

- The agency has a clear system for developing the program budget. Costs are kept low and budgeted to stay within the pricing structure of \$8 per day.
- The agency utilizes performance measures and the data they collect to help guide program budget planning. The agency limits the timeframe someone can receive assistance from this funding to help maximize the dollars and spread the money to more individuals.

**Systems and Infrastructure:** Moderate level of capacity in place

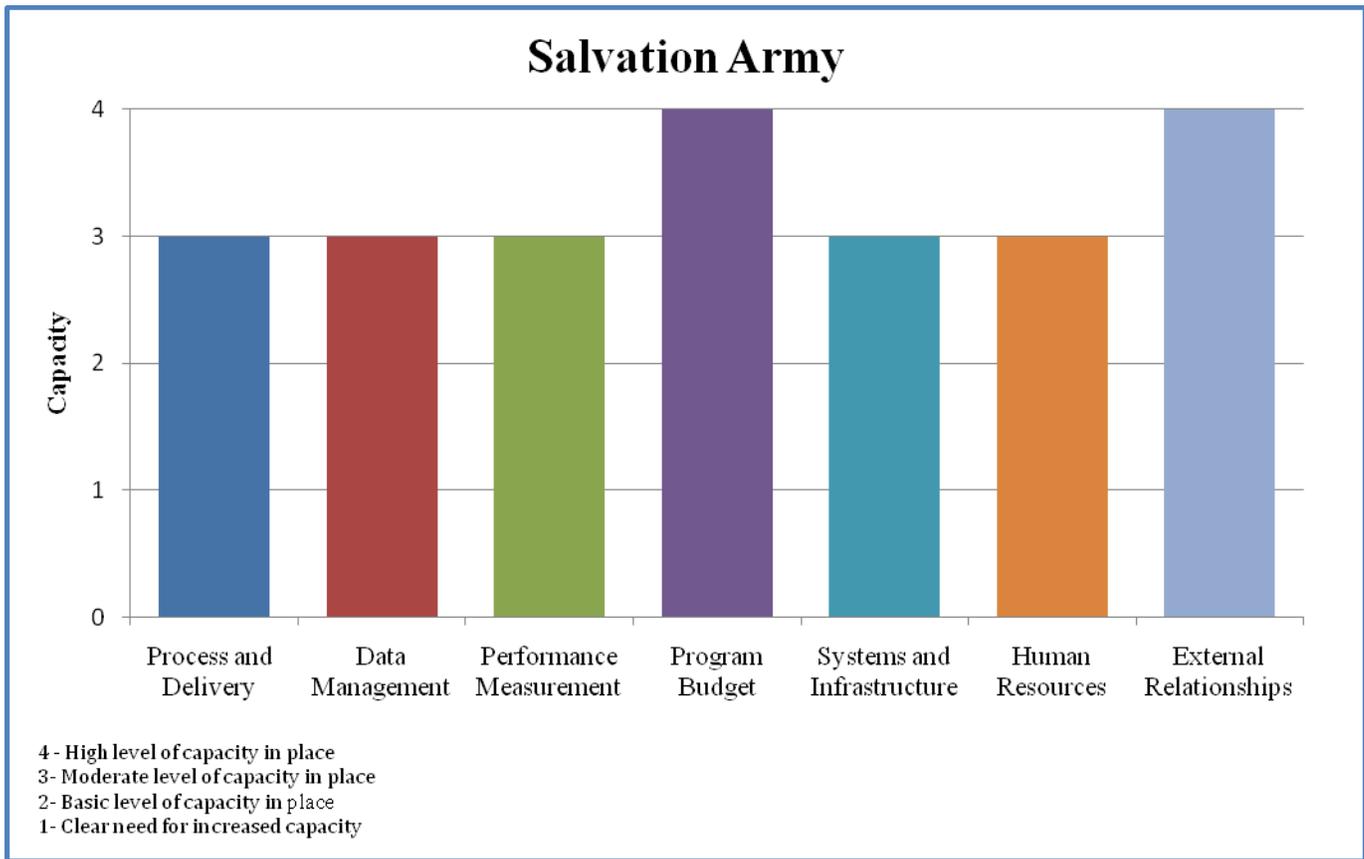
- The agency's infrastructure is in need of renovation in order to be completely accessible. The agency has applied for a Community Block Grant to rehab the first floor of the building.
- The agency has adequate technical systems and networks to facilitate their work.

**Human Resources:** High level of capacity in place

- The agency has the appropriate number of staff who are committed to the mission and vision of the organization.
- The agency's board provides direction, support, and accountability to the program goals. Many board members have been involved with the organization for a long time and are committed and invested in the program.
- The agency's volunteers are capable and dedicated to the mission and vision of the organization.

**External Relationships:** High level of capacity in place

- The agency utilizes a wide variety of community partners and has developed significant relationships with their partners.
- The agency feels they are widely known in the community and perceived to be actively engaged and responsive. The agency is also very well perceived in the neighborhood where the facility is located.



**Programs:** Harbor House Emergency Services – Joint Funding  
 Social Services – United Way

**Process and Delivery:** Moderate level of capacity in place

- The agency has a clear process and structure for service delivery.
- The agency utilizes the models and best practices of the Salvation Army. The agency is switching to the HMIS system for data management.
- The agency collects feedback from customers who receive utility assistance through a survey. The agency would benefit from collecting feedback from all clients who receive services.
- The agency is dealing with barriers related to limited financial resources and restrictions and guidelines on how assistance can be distributed. The agency has also identified language and communication as a barrier to delivery of services to some populations.

**Data Management:** Moderate level of capacity in place

- The agency has a clear system for data collection, management, and reporting. The agency is migrating to the HMIS system and anticipates some learning curve issues with the new system.
- The agency ensures the confidentiality of the data collected by adhering to the guidelines of the HMIS system, keeping files locked and secured and limiting staff accessibility to information.
- The agency ensures the reliability of the data by providing the same instructions and surveys to all clients. Staff is trained on how to collect and report data.

- The agency ensures the validity of the data by developing survey questions and data logs based on the outputs and outcomes the agency has proposed to measure. The agency should work to increase validity of the data by collecting feedback from everyone who receives services and standardizing the process of tracking clothing vouchers.

**Performance Measures:** Moderate level of capacity in place

- The agency has developed outputs and outcomes that are reasonable and obtainable.
- The agency utilizes performance measures to help guide programming by looking at trends and identifying changes in need.
- In 2009 the agency was not able to fully meet the target outputs related to bed nights as identified in their proposal. The agency met the output targets for meals provided, and met their identified outcome targets related to Harbor House.

**Program Budget:** High level of capacity in place

- The agency has a clear system for developing the program budget.
- The agency utilized performance measures to help guide programming budget planning and to identify emerging needs and trends.

**Systems and Infrastructure:** Moderate level of capacity in place

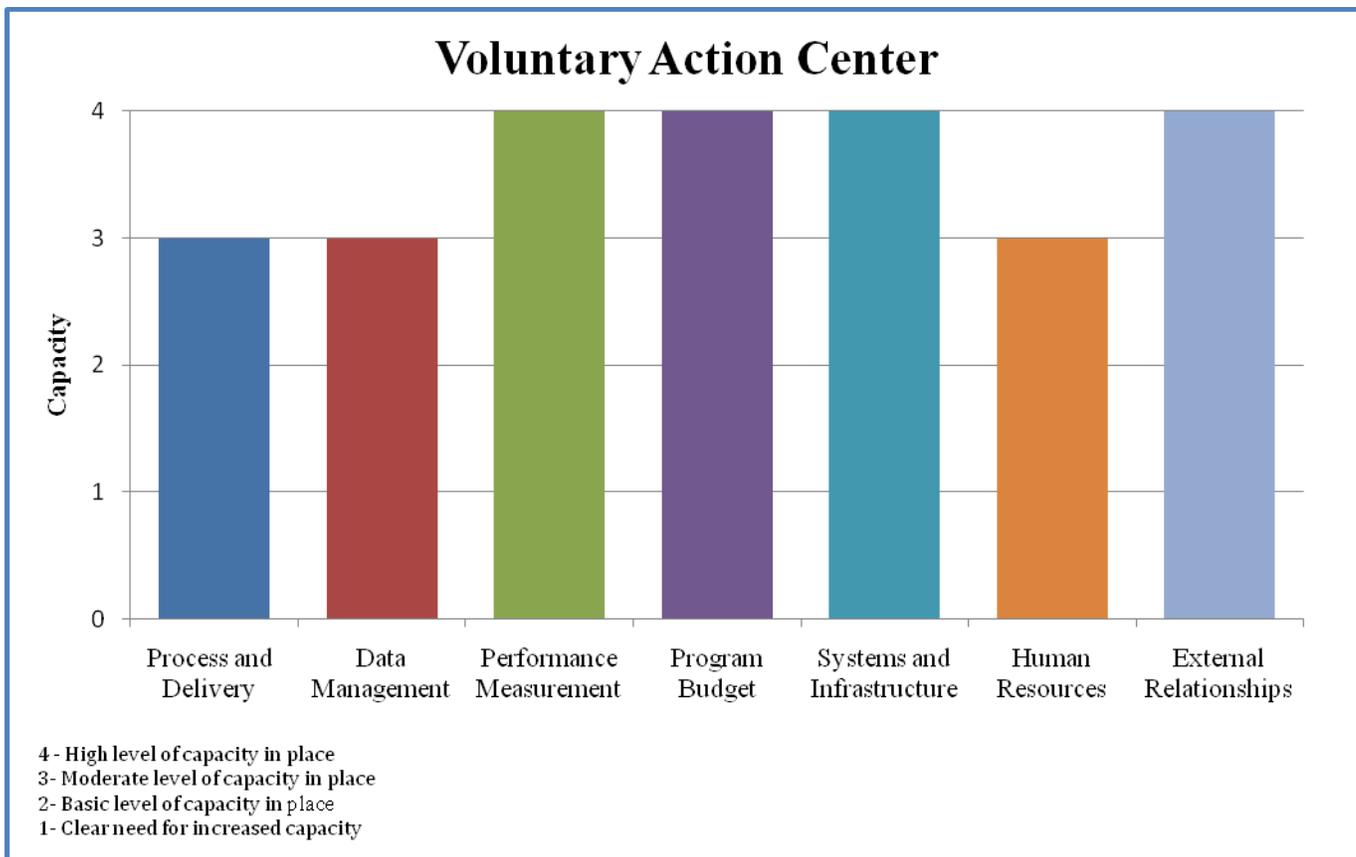
- The agency's office infrastructure is well tailored to meet the organization's current and anticipated needs. The Harbor House has a limited number of beds and usually runs at capacity.
- The agency has recently updated the phone system. Harbor House is working to improve the exterior lighting for security purposes.

**Human Resources:** Moderate level of capacity in place

- The agency has identified the need for more for staff Harbor House, specifically a house monitor and case manager. The agency is able to utilize interns from the School of Social Work.
- The agency's board provides direction, support, and accountability to the program goals.
- The agency's volunteers are capable and dedicated to the mission and vision of the organization.

**External Relationships:** High level of capacity in place

- The agency utilizes a wide variety of community partners and has developed significant relationships with their partners.
- The agency feels they are widely known in the community and perceived to be actively engaged and responsive.



**Programs:** Family Assistance and Emergency Services – Joint Funding  
 Essential Transportation – City/County Funding  
 Volunteer Coordination – United Way Funding

**Process and Delivery:** Moderate level of capacity in place

- The agency has a clear process and structure for service delivery.
- The agency has developed its own model for community assistance based on experience and agency history.
- The agency tracks client feedback if they come back for additional services for basic needs or transportation. The agency also conducts a verbal evaluation at the end of their volunteer presentations.
- The agency has identified barriers related to limited financial resources and the ever increasing need and cost of medical expenses.

**Data Management:** Moderate level of capacity in place

- The agency has a clear system for data collection, management, and reporting.
- The agency ensures the confidentiality of the data collected by keeping computers password protected and not reporting information that is individually identifiable. The agency conducts administrative checks to ensure there is no abuse.

- The agency ensures the reliability of the data by providing the same instructions and surveys to the clients and case managers. Staff is trained on how to collect and report data, and has constant supervision.
- The agency ensures the validity of the data by developing survey questions and data logs based on the outputs and outcomes the agency has proposed to measure.

**Performance Measures:** High level of capacity in place

- The agency has developed outputs and outcomes that are reasonable and obtainable.
- The agency utilizes performance measures to guide program decision making. The agency identifies needs and trends based on collected data.

**Program Budget:** High level of capacity in place

- The agency has a clear system for developing the program budget.
- The agency utilized performance measures to help guide program budget planning.

**Systems and Infrastructure:** High level of capacity in place

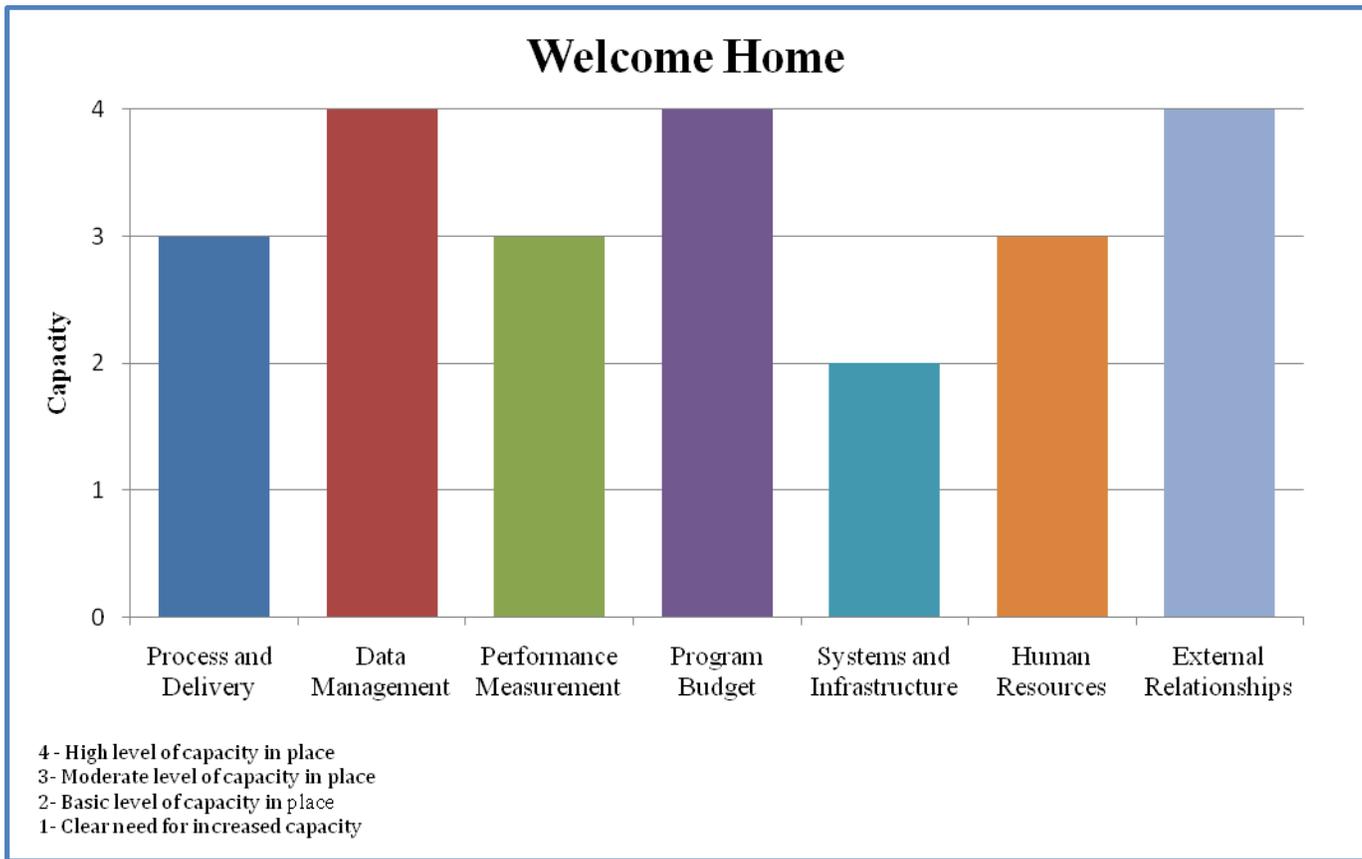
- The agency's infrastructure is well tailored to meet the organization's current and anticipated needs.
- The agency has recently moved into a new office. The new office provides additional space, allows for more confidentiality during client interactions, and is more accessible. The agency is aware that some walk-in clients may be missed due to the change in location.
- The agency is interested in developing a new donor database to track donors and fundraising.

**Human Resources:** Moderate level of capacity in place

- The agency has an adequate number of staff dedicated to the mission and goals of the organization. The agency currently has a part time administrative assistant but could use that person full time. The agency also identified the need for a volunteer coordinator.
- The agency's board provides direction, support, and accountability to the program goals. The agency is always focusing on engaging board members through training and strategic planning.
- The agency's volunteers are capable and dedicated to the mission and vision of the organization.

**External Relationships:** High level of capacity in place

- The agency utilizes a wide variety of community partners and has developed significant relationships with their partners.
- The agency feels they are widely known in the community and perceived to be actively engaged and responsive.



**Programs:** Homeless Veterans Program- City/County Funding

**Process and Delivery:** Moderate level of capacity in place

- The agency has a clear process and structure for service delivery.
- The agency utilizes the best practices of the Homeless Shelters and Programs Analysis Benchmarks and is a member of the National Coalition of Homeless Veterans.
- The agency utilizes the HMIS system to track clients in tight collaboration with the VA. Data is collected from client intake and case management notes.
- The agency has encountered barriers related to finding affordable housing for clients in the community. The agency is unable to utilize federal vouchers for clients because of the limited affordable housing options in the community. Because the agency is not able to move individuals on to permanent housing they are often at or exceeding capacity and have to turn away clients in need.

**Data Management:** High level of capacity in place

- The agency has a clear system for data collection, management, and reporting.
- The agency ensures the confidentiality of the data collected by adhering to the guidelines of the HMIS system, keeping information locked, and limiting accessibility to information.
- The agency ensures the reliability of the data by consistently utilizing the same forms and process for data collection, storage and reporting.

- The agency ensures the validity of the data by developing survey questions and data logs based on the outputs and outcomes the agency has proposed to measure. The agency collects information from all program participants.

**Performance Measures:** Moderate level of capacity in place

- The agency has developed outputs and outcomes that are reasonable and obtainable. Because many clients are not able to secure housing in the community, clients remain at the agency longer and therefore fewer clients are provided with services for a longer period.
- The agency utilizes performance measures to help guide programming by looking at trends and identifying changes in need.

**Program Budget:** High level of capacity in place

- The agency has a clear system for developing the program budget. The agency utilizes previous year's budgets and makes adjustments based on need.
- The agency utilizes performance measures and the data they collect to help guide program budget planning.

**Systems and Infrastructure:** Basic level of capacity in place

- The agency's infrastructure is adequate for the clients they are serving at this time.
- The agency has identified the need to expand their infrastructure in order to accommodate the homeless veterans in the community. The agency has applied for a grant to acquire an additional facility.

**Human Resources:** Moderate level of capacity in place

- The agency is adequately staffed at this time but anticipates an increased need for staff if an additional facility is acquired. Standards recommend 1 case manager for 10-12 residents.
- The agency's board provides direction, support, and accountability to the program goals.
- The agency's volunteers are capable and dedicated to the mission and vision of the organization. The agency utilizes volunteers while still maintaining clients' confidentiality and privacy.

**External Relationships:** High level of capacity in place

- The agency utilizes a wide variety of community partners and has developed significant relationships with their partners.
- The agency feels they are widely known in the community and perceived to be actively engaged and responsive.

**1. Default Section**

**1. What is your opinion of the program evaluation?**

	<b>Excellent</b>	<b>Good</b>	<b>Fair</b>	<b>Poor</b>	<b>No Opinion</b>
<b>Initial Contact</b>	<input type="checkbox"/> Excellent	<input type="checkbox"/> Good	<input type="checkbox"/> Fair	<input type="checkbox"/> Poor	<input type="checkbox"/> No Opinion
<b>Evaluation Questions</b>	<input type="checkbox"/> Excellent	<input type="checkbox"/> Good	<input type="checkbox"/> Fair	<input type="checkbox"/> Poor	<input type="checkbox"/> No Opinion
<b>Length of Session</b>	<input type="checkbox"/> Excellent	<input type="checkbox"/> Good	<input type="checkbox"/> Fair	<input type="checkbox"/> Poor	<input type="checkbox"/> No Opinion
<b>Evaluator</b>	<input type="checkbox"/> Excellent	<input type="checkbox"/> Good	<input type="checkbox"/> Fair	<input type="checkbox"/> Poor	<input type="checkbox"/> No Opinion
<b>Overall Opinion</b>	<input type="checkbox"/> Excellent	<input type="checkbox"/> Good	<input type="checkbox"/> Fair	<input type="checkbox"/> Poor	<input type="checkbox"/> No Opinion

Other (please specify)

**2. Please provide any additional feedback to the evaluators regarding the evaluation process.**