

City of Columbia, County of Boone, and the
Heart of Missouri United Way
Social Service Agency 2010 Evaluation:
Children, Youth and Families

Presented to:

Boone County Community Services Advisory Commission
Heart of Missouri United Way

by

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April 2011

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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 2010 funded Children, Youth and Families programs. This evaluation utilizes a new set of tools and checklists to be used by the agency and the evaluator to collect the most accurate and informative data for the agency's evaluation. This evaluation is the second of a three year evaluation process providing 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 the 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.

Twenty agencies are included in the Children, Youth and Families category. Agencies and programs include:

- Big Brothers Big Sisters
 - Traditional Community-Based Mentoring
 - School-Based Mentoring Program
 - SOAR (Successful Opportunities in Academics and Recreation)
- Boonslick YMCA
 - Mentoring
 - Youth Activities
 - Summer Day Camp
 - Memberships
- Boy Scouts of America – Great Rivers Council
 - Urban Scouting/Scoutreach
- Boys and Girls Club
 - After-School Program
 - Summer Program
- Centro Latino de Salud, Educacion y Cultura
 - La Escuela Latina – Youth Tutoring
- Columbia Housing Authority, Low-Income Services, Inc.
 - Moving Ahead Program
- Community Playground, Inc. (Fun City)
 - Fun City Summer Youth Academy
 - Fun City Saturday Youth Academy
- Family Counseling Center of Missouri
 - Counseling for School-Age Population
- Girl Scouts of the Missouri Heartland
 - Girl Scout Leadership Experience
- Great Circle (Boys and Girls Town of Missouri)
 - Transitional Living Program
 - Central Missouri Campus

- Harrisburg Early Learning Center
 - Before and After School Program
 - Summer Program
 - Early Childhood Education Program
 - Infant & Toddler Program
- Job Point
 - Youth Build
- Lutheran Family and Children's Services
 - Resource Parents
 - Birthparent Programs
- Mary Lee Johnston Community Learning Center
 - Early Childhood Education Program
- Nora Stewart Early Learning Center
 - Early Childhood Education Program
- Rainbow House
 - Emergency Services (Crisis Care/Emergency Foster Care)
 - Clinical Services
 - Parenting Program
 - Child Advocacy Center
 - Transitional Living Program
- Services for Independent Living
 - Youth & Family Connections
- The Intersection
 - Summer Program
 - After School Program
- UCP Child Development Center
 - Camp Friday
 - Inclusive Childcare
 - KARS
- University YMCA
 - Camp Mudd
 - Y Tutors
 - Kid Contact
 - Youth in Government
 - Habitat for Humanity

The City/County and the Heart of Missouri United Way funded a total of 43 programs in the Children, Youth and Families service category. Twenty-three programs in this category were funded by the United Way, nine were funded by the City/County, and eleven programs were funded jointly.

Methods

In summer of 2010 the evaluator began working with staff from the Heart of Missouri United Way and the Division of Human Services to enhance the evaluation template used in the first round of evaluations. While most of the components of the evaluation template remained the same, several new tools were added to aid the evaluator with collecting and analyzing data regarding the agency's capacity. Appendix A is a copy of the evaluation template used for the 2010 evaluation.

The first improvement that the evaluator and staff made to the template was to further expand and define the terms and indicators for the modified version of the McKinsey Capacity Assessment Grid developed by Venture Philanthropy Partners.¹ The McKinsey Grid sets criteria for reaching certain levels of capacity as determined by the data collected during the agency's evaluation site visit. The required criteria for each level of capacity was clearly defined and articulated. In most cases, the modified criteria was more stringent than the criteria used in the 2009 evaluation of agencies. Also this year, the modified McKinsey Capacity Assessment Grid was included in the packet of information that went to the agencies prior to their site visit. The Grid provides agencies with detailed information regarding the criteria used to determine their level of capacity. Appendix F is a copy of the modified McKinsey Capacity Assessment used for the 2010 evaluation.

A new category was also added to the evaluation template to capture additional information regarding financial management. This evaluation section analyzes information beyond the previous 'program budget' category to look at the systems and structures the agency has developed for financial management of their organization.

In addition to modifying the McKinsey Grid, three new checklists were designed and utilized to provide a more in-depth understanding of the agencies capacity in a few critical areas. These checklists were also sent to agencies prior to the evaluation visit in order to allow them to collect the appropriate information. Appendix G is a compilation of all data from the checklists. Checklists include:

- Confidentiality Checklist – Appendix C
- Financial Management Checklist – Appendix D
- Networks and Computer Systems Checklist – Appendix E

The final change made to the evaluation template was the addition of a new system for collecting data regarding an agency's external relationships and partnerships. This process was developed to allow community partners to supply feedback to the evaluator regarding their opinion of their relationship with the funded agency and their opinion of the funded agency's effectiveness in the community. All agencies were informed that their information would be kept anonymous and would not be shared in a way that would identify the responder. The external partnership survey process was implemented as follows:

- During the initial evaluation visit each agency was asked to identify 5 key partners. The agency was asked to supply a contact name and e-mail address for each of the partners.

In addition, the agency was asked to rate their overall satisfaction with the partnership and rate their opinion of the effectiveness of each agency in the community.

- Once all of the external partners were identified the evaluator e-mailed each identified partner and asked them to rate their overall satisfaction with the partnership and rate their opinion of the effectiveness of each agency in the community.
- Once the data were received, the evaluator compiled the data and analyzed the information to provide information for the 'External Relationships' capacity category.

The external relationship survey was a good way to measure the perceptions of community partners regarding the agency's effectiveness in the community. A total of 78 surveys were e-mailed and 42 were returned by external partners. The number of responses per organization are recorded on the graph for each agency (n=). Comments from the external partners are summarized following the graph in each agency report. All identifying information was removed in order to allow the responding agency to remain anonymous.

The changes made to the process and the tools for the second round of evaluation have raised the criteria standards for each level of capacity measures. Comparisons should not be made between capacity levels represented in Round 1 evaluations (Basic Needs and Emergency Services) and this round of evaluations. As much as possible the current evaluation structure will be utilized for future evaluations to allow for comparisons between evaluation years.

Capacity categories that were evaluated are: Process and Delivery, Data Management, Performance Measurement, Financial Management, Program Budget, Systems and Infrastructure, Human Resources, and External Partnerships. For the purpose of this evaluation, capacity refers to the resources, knowledge, and processes that enable an organization to fulfill its mission. 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

Capacity scores are reflective of the capacity needs and opportunities of the agency and are not designed to evaluate

¹ McKinsey Capacity Assessment Grid, Venture Philanthropy Partners. www.venturephilanthropypartners.org

the quality or impact of the agency or its program. Appendix B includes the evaluation summary for each agency in the Children, Youth, and Families category.

Observations- Group 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’ group capacity scores for each category.

Group capacity scores – listed strongest to weakest:

External Relationships – 3.35 – The evaluator was able to collect a lot of valuable information about the external relationships of the funded agencies. Eighty-one surveys were sent out to partners and 42 responses were returned by the report date. The most valuable information came in the form of comments from partnering agencies about the work the funded agencies are doing in the community.

By utilizing the new assessment tool the evaluator was able to capture the funded agency’s opinion regarding their external relationships and opinions from the community. These data

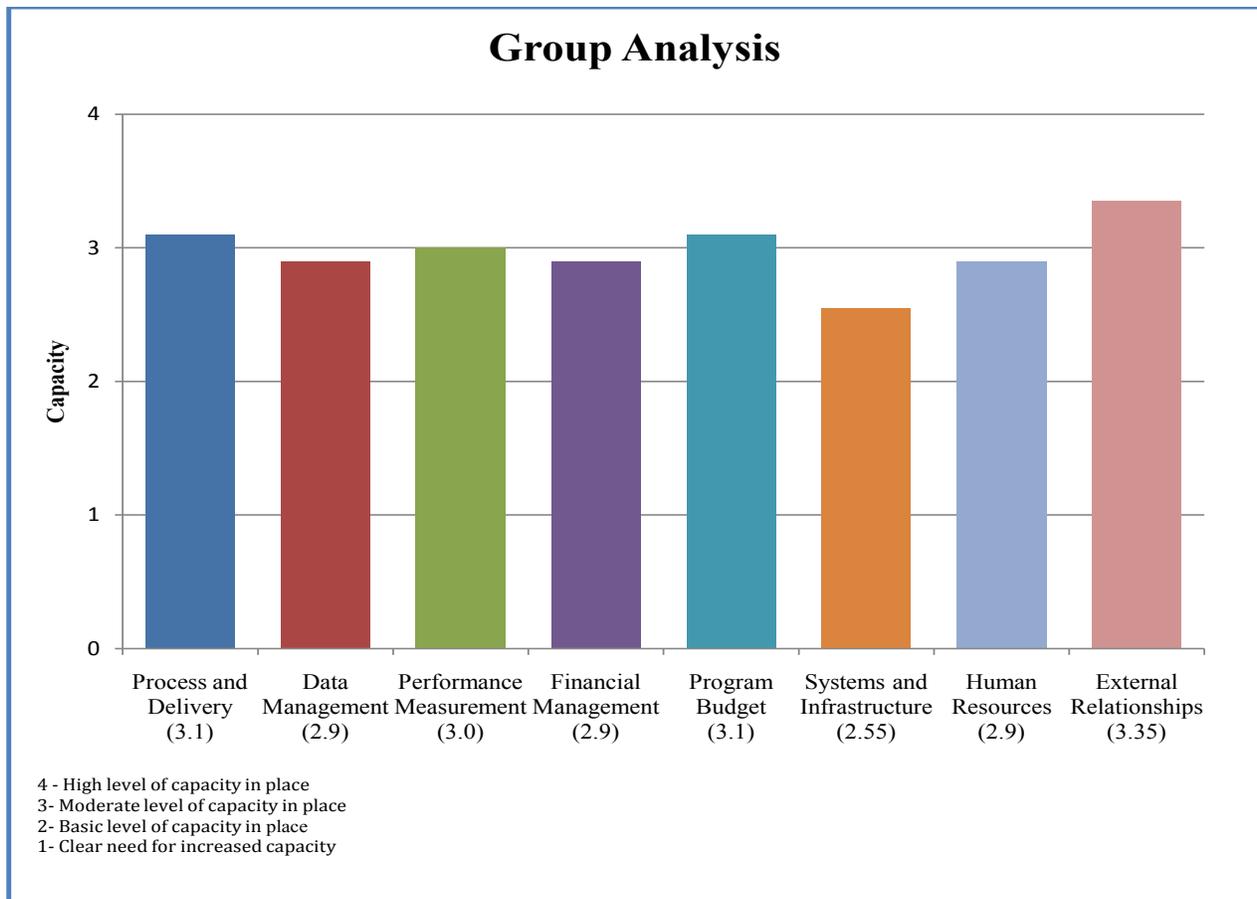
provides for a stronger assessment of the agency’s external relationship capacity.

In addition to the external partner’s survey, the evaluator utilized information submitted by the funded agencies regarding other funded agencies. The result is that some agencies have many more responses depending on if other funded agencies identified them as a partner in their initial evaluation visit.

Process and Delivery – 3.1 – Process delivery is a category that takes into account many of the aspect of the actual delivery and monitoring of services provided by an agency. Many agencies have a well-designed set of processes in place in core areas that allow them to provide services efficiently and effectively. Almost all of the funded agencies utilize best practices, are affiliated and accredited by a national agency, or use a model curriculum in their delivery of services. This section also lists the barriers that the agency has reported facing in the last year and how those barriers affect service delivery.

The process and delivery section also looks at the mechanisms or systems that agency has in place to allow participants to provide feedback to the agency. These systems allow for easy evaluation and feedback from participants and allow agencies

TABLE A



to improve service delivery. Most agencies have a system for participant or parent feedback, those that do not were encouraged to develop a system or structure the collect that feedback.

The process and delivery section examined how information was communicated to the agency's board of directors. Most agencies reported that they provided information to their board on a continual basis through staff reports and statements. The human resources section details the board's role in decision making and oversight.

Program Budget – 3.1 – In general most agencies scored very well in the program budget capacity category. In order to score high agencies had to produce a well-designed and informed program budget that utilized performance measurement data to help guide program budget planning. This capacity measure relied heavily on the agency collecting good performance measurement data and utilizing that data to guide program budgeting.

Performance Measurement– 3.0 – Most agencies received high and moderate capacity scores for their performance measurement. Most agencies have had extensive training on selecting and measuring performance measures and are comfortable and capable of tracking and reporting on performance measures. Consideration was given to whether the performance targets are reasonable and obtainable, how performance data is utilized, and if external sources or tools and assessments are used to measure performance.

The evaluator encountered an issue with some of the early childhood education centers that did not have, or were not aware of, their own performance measurements or output or outcome targets. These agencies were not included in the initial training provided to other agencies in 2007 and 2008, as the Heart of Missouri United Way had a separate contract for training early childhood programs. In general, the early childcare education centers do not have a systematic way to identify and track performance measures.

Financial Management – 2.9 – Financial management is another area where the criterion was strengthened to evaluate capacity. In order to achieve the highest level of capacity, the agency must demonstrate that it has a “robust systems and controls in place governing all financial operations and are integrated with budgeting, decision making, and organizational objectives and strategic goals. Most agencies demonstrated a moderate level on capacity in place which reflected, “formal internal controls, annually audited, information fully tracked, reported, and supported.”

The financial management capacity category also utilized a new check list to allow agencies to provide further information about their financial tracking and management processes.

Human Resources – 2.9 – With decreasing funding and other economic constraints, some agencies have struggled to keep the appropriate number of staff in their organizations. Many agencies have utilized creative solutions such as collapsing two positions into one or further utilizing volunteers to provide services. Even agencies with all of their existing staff positions filled struggle with having to limit their services, have long waiting lists, or have to turn away clients because their staff are at, or beyond, capacity for service delivery.

The human resources capacity section analyzed the role of the board of directors in providing oversight, support, and accountability to the program. Most agencies were quick to mention that the board members were volunteers who were dedicated to the mission and vision of the organization.

All funded agencies utilize volunteers in a variety of capacities. Some have large pools of dedicated volunteers who add to the mission and vision of the organization. Other organizations struggle with finding the right kind of volunteer to utilize in programming and service delivery. Most agencies do a good job of managing and organizing their volunteers.

Data Management – 2.9 – The standards to achieve high capacity in data management have been increased since the first round of evaluation. The evaluator looked at the agency's system for data collection and management, utilized the confidentiality checklist to analyze the agency's data and information control systems, and collected information on the steps agencies are taking to ensure reliability and validity of the data they collect.

Agencies are still struggling with systematic ways to ensure reliability and validity of data. Most agencies have good systems for data collection and storage and have controls in place to ensure the confidentiality of the information they are collecting.

Systems and Infrastructure – 2.55 – As with human resources, systems and infrastructure is another capacity category that often is largely affected by funding and poor economic times. This capacity section looked at the actual physical infrastructure that the agency utilizes and whether or not those facilities fit the needs of the organization. The section also utilized a checklist tool that provided further information about the agency's computer and network systems, back-up protocol, and commonly used software.

Observations and Conclusion

Funded Programs – A reoccurring theme the evaluator observed, while visiting each of the agencies, was that they were constantly being asked by the community and their clients to do more with less. All of the program directors and staff showed a strong willingness to work hard to keep providing quality services in the community, despite scarce funding and economic concerns.

Capacity Standards – One of the agencies evaluated in this cycle made an important observation. This agency reported that they knew they would probably score a lot of 3's or "moderate" levels of capacity on the evaluation. This agency said it would be entirely too expensive, time consuming, and inefficient to try to reach the highest level of capacity as outlined by the McKinsey Grid. As with all evaluations, the McKinsey Grid provides a rigorous standard for excellence to encourage agencies to strive to meet the highest expectations. However, the limitations of time, finances, skills, and capacity can often hinder even the best agencies' ability to reach the highest standards.

The evaluator believes that executive directors and staff would be open to capacity building information and training to address the issues identified in this evaluation report. Through this evaluation the BCCSAC and Heart of Missouri United Way have solid data to identify the capacity needs of their funded organizations.

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City of Columbia/County of Boone
Heart of Missouri United Way
Social Service Agency 2010 Evaluation Template

Agency:

Program(s):

Date/Time of Visit:

Participants:

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

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 consumers or community partners to supply feedback to your organization?
5. Is your agency ADA compliant? How do you determine if your agency is ADA compliant?
6. 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.
7. How and what do you communicate about your organization's processes and program delivery to your board of directors? Does your board have a standing program committee? If so, describe their role in program planning, delivery, and assessment.

Data Management

8. Please describe your data collection, storage, and management techniques.
9. How do you ensure the confidentiality of the data you collect?
10. Please describe how you analyze and report data for this program.
11. Please describe the systems you utilize to ensure the validity and reliability of the data you collect and report.
12. How do you utilize the data to improve performance?
13. How and what do you communicate about your organization data management to your board of directors?

Performance Measures

14. Please describe the unit of service you report on for your program.
15. Please discuss how you measure your outputs. Please describe your ability to meet or exceed your projected outputs.

16. Please describe how you measure your outcomes. Please describe your ability to meet or exceed your projected outcomes.
17. Please describe the barriers or challenges you have experienced with performance measurement.
18. Please describe how information regarding performance measures is communicated to the board (including shortfalls or other issues).

Program Budgeting

19. Please describe your procedures for developing your program budget.
20. How do you utilize program data, including performance measures, to help develop your budget?
21. What is the cost per unit of service for your program?
22. How is the cost per unit determined when preparing your program budget?
23. How are board members utilized in the development of the program budget?

Financial Management

24. Please describe the controls and processes you have in place to ensure accuracy for financial management. Please describe any finance accountability standards or practices that you are required to or voluntarily participate in.
25. Who in your organization is responsible for the day to day fiscal management of your organization? Who is responsible for the development of budgets?
26. Does your board have a treasurer position? What is the role of the treasurer in the financial oversight of the organization? How often does the treasurer meet with staff? Which staff does the treasurer meet with? Describe the treasurer's interaction with your board regarding organizational finances.
27. Are financial reports and budgets prepared for the board of directors? Who prepares these reports? How and with what frequency are they shared with your board? Who presents this information to your board?

Program Capacity

Does your organization have the capacity to support your programming?

28. Systems and Infrastructure
 - a. Please discuss your current infrastructure and its ability to meet your current and anticipated needs.
 - b. Please describe the technology systems you utilize, including: computers, networks, and accessibility. Please describe the ability of your current technology systems to meet your current and anticipated needs.
 - c. Please describe the software and tools you utilized to access, collect, store, and report data.
29. 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? Please describe the skills and experience of your staff.
 - b. Does your board provide direction, support and accountability to the program goals? Please describe your board's role in goal setting and tracking.
 - c. How do you assess if your organization has effective management from your leaders?
 - d. Does your leadership have experience and standing in your organization and the community? Please describe their leadership experience and standing.
 - e. Are your volunteers capable and dedicated to the mission and vision of the organization? Please describe how your volunteers exhibit their dedication.
30. 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? Please describe any similarities and differences among other funders.

31. External Relationships

- a. Please describe the organizations you collaborate with in the community.
- b. Is your organization widely known in the community and perceived to be actively engaged and responsive?
- c. How and what do you communicate about your organizations external relationships to your board of directors?

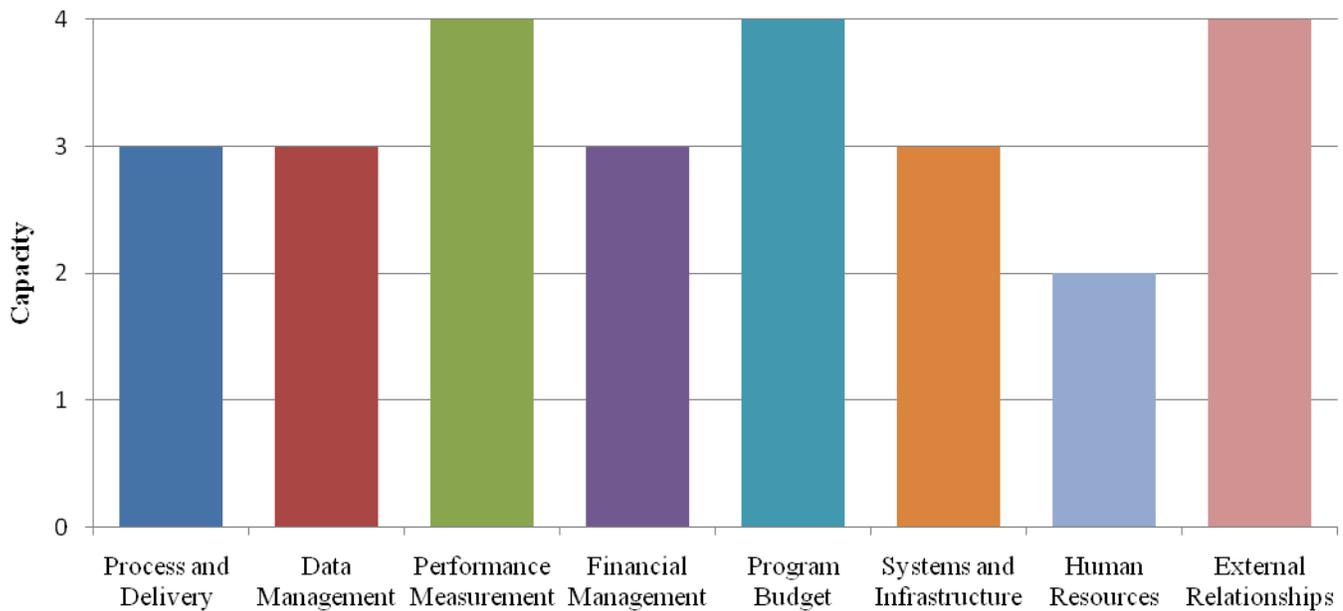
32. Other comments

- a. Is there anything else regarding your agency or your programs that you would like to discuss?

Agency Feedback

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

Big Brothers Big Sisters



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: Traditional Community-Based Mentoring
School –Based Mentoring Program
SOAR (Successful Opportunities in Academics and Recreation)

Process and Delivery: Moderate level of capacity in place

- The agency has a solid, well-designed set of processes in place in core areas. Processes are known and accepted by many and often used to increase impact.
- The agency is accredited and standardized by Big Brothers Big Sisters of America. Service delivery is rated exemplary by the Office of Juvenile Justice and Delinquency Prevention Model Programs Guide.
- The agency conducts an online survey of mentors and also has parent/mentor feedback meetings and monthly match support with mentors, parents, and children.
- The agency has encountered barriers related to limited economic resources and the loss of a large funding source. They are understaffed due to the lack of resources and are not able to increase the number of participants in the program until staffing levels increase. The agency has made modifications to programs based on reduced resources and systematic changes in the public schools.

- Agency communicates information about processes and program delivery to the board of directors on a continual basis.
- The agency has determined they are ADA compliant based on an evaluation conducted by Services for Independent Living.

Data Management: Moderate level of capacity in place

- The agency has a system for data collection, management, and reporting.
- The agency ensures the confidentiality of the data collected by utilizing password protected computers, and utilizing a back up protocol for collected data. Agency employees sign a confidentiality agreement when they are hired but do not participate in ongoing training for confidentiality. The agency has policies for records maintenance and utilizes paper shredders to destroy secure documents.
- The agency ensures the reliability of the data by providing the same instructions in the online survey for the mentors.
- 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 provides the survey to all mentors and has follow up procedures through match support. The agency double checks data to ensure accuracy.

Performance Measures: High 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. Recent data collection has guided programming and modifications to programs based on need and impact of programs.
- Performance measured and progress tracked; agency regularly collects data on program activities, and utilizes tools and assessments to capture the impact of their programs.

Financial Management: Moderate level of capacity in place

- Agency has formal internal controls governing all financial operations.
- The board of directors reviews and approves the organizations financial statements, Federal Form 990, and annual audit on a regular basis.
- The board has a treasurer position that plays an active role in financial management and oversight.

Program Budget: High level of capacity in place

- The agency has a well-designed and informed program budget development process.
- The agency utilizes performance measurement data to help guide program budget planning.

Systems and Infrastructure: Moderate level of capacity in place

- The agency's physical infrastructure is fully adequate for the current needs of the organization; infrastructure does not impede efficiency and effectiveness.
- The agency is using a network computer system, contracts with a network administrator on an on-going basis, has network and PC back-up protocol, and utilizes software developed for their agency and funder provided data management software.

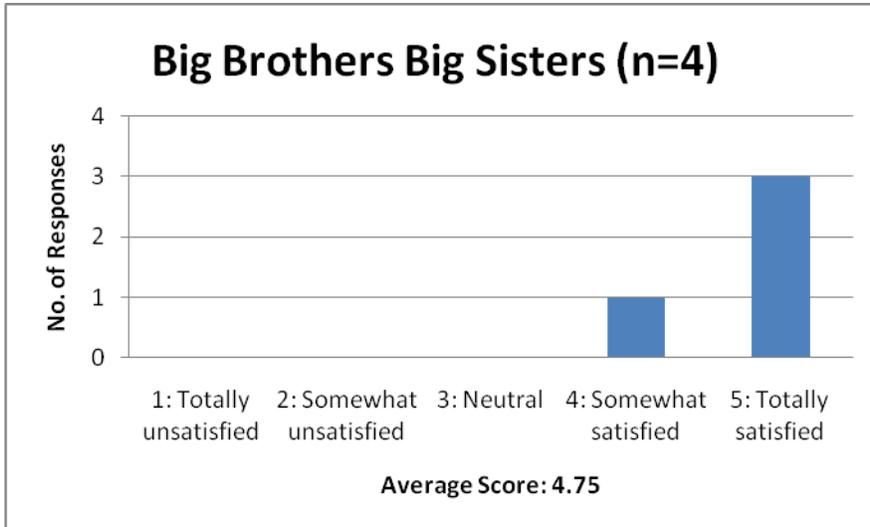
Human Resources: Basic level of capacity in place

- The agency has recently had some reduction of staff due to retirement and leaving the agency, because of lack of resources and recent funding cuts the agency has been unable to replace the positions and has made increase workloads for existing staff.
- The agency's board provides direction, support, and accountability to the program goals. The board is fully informed of all major matters, and input and responses are actively sought and valued.
- 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. The volunteers are managed and contribute to the overall success of the organization.

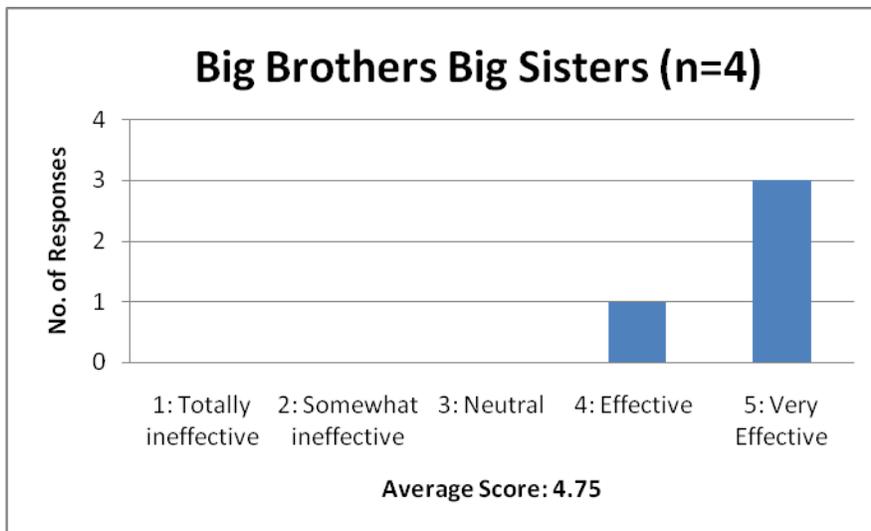
External Relationships: High level of capacity in place

- The agency has built and leveraged some key relationships with relevant partners. The agency reports that they are well-known in the community and perceived as open and responsive to community needs.
- Results from the external relationship survey are as follows:

Please rate your overall satisfaction with your partnership with the agency.



Please rate your opinion of the effectiveness of each agency in the community.



Comments:

| |
|---|
| I think this is one of the best agencies in the community - The staff is tremendous and they are always looking and exploring innovating ways to recruit the "bigs" and to help the children in the area. It has always been a pleasure to work with BB/BS and to foster our partnerships over the years. |
| This organization is something our community should be proud of. It is an outstanding example of good management, good programming, good hearts, and good outcomes. |
| I think this organization is incredible. Their staff is very kind and professional and goes above and beyond to help kids and to make the partnership easy. I love working with them and the work they do for kids :) |
| Availability of funds had limited the school-based mentoring program, which is extremely important for our students. We would like to see more students served by this program if we can get more staff to facilitate matches. The amount of matches needed often exceeds the number of staff to handle the workload. |

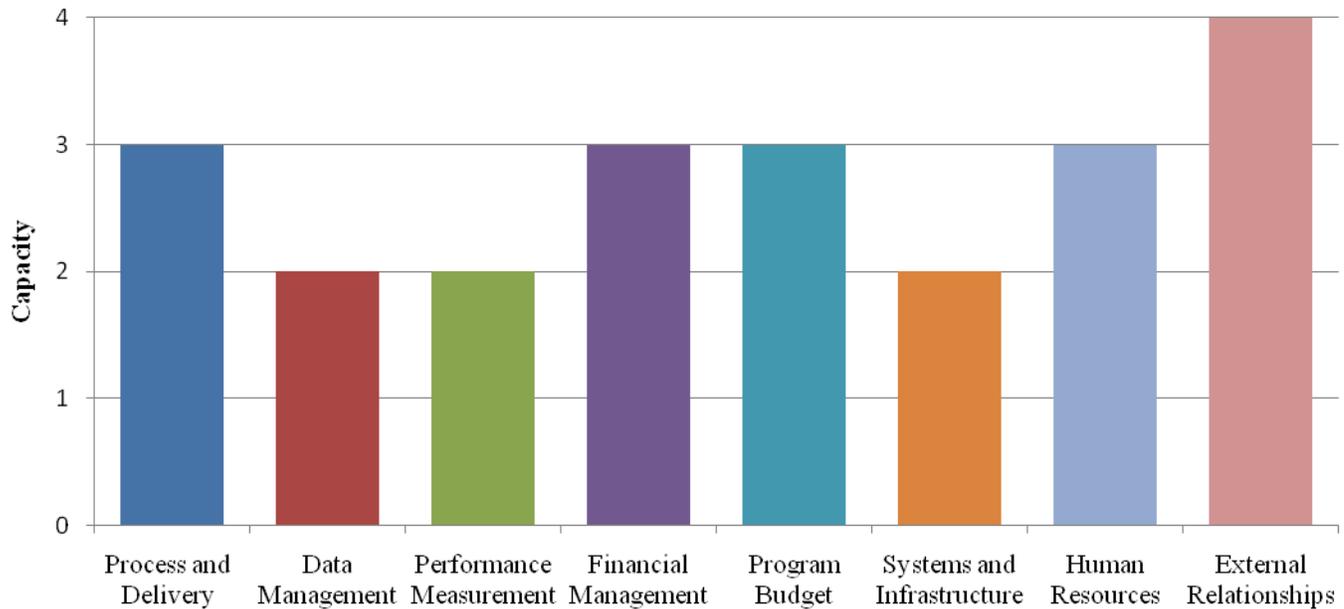
Checklists

| Agency | Confidentiality | | | | | | | |
|--|-----------------|----------------|------------------|---------------------------|------------------|----------------------|----------------|------------------|
| | Password | Privacy filter | Back-up protocol | Confidentiality agreement | Regular training | Maintenance policies | Paper shredder | Secure recycling |
| Big Brothers Big Sisters of Central Missouri | Y | N | Y | Y | N | Y | Y | N |

| Agency | Financial Management | | | | | | |
|--|----------------------|---------------------------|---------------------------------------|-----------------------|--------------------|----------|------------------|
| | Financial statement | Form 99N and annual audit | Process for transactions and payables | Controls and policies | Treasurer position | Training | External advisor |
| Big Brothers Big Sisters of Central Missouri | Y | Y | Y | Y | Y | Y | Y |

| Agency | Network and Computer Systems | | | | | | | | | |
|--|------------------------------|-------------------------|------------------------|--------------------------|------------------------------|-------------------------|----------|--------------------------|-------------------------|------------------------------------|
| | Network | Non-networked computers | Administrator on staff | Contracted administrator | Back-up protocol for network | Back-up protocol for PC | MS Suite | Commercial Analytical SW | SW developed for agency | Funder provided data management SW |
| Big Brothers Big Sisters of Central Missouri | Y | N | N | Y | Y | Y | Y | N | Y | N |

Boonslick Heartland YMCA



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: Mentoring
 Youth Activities
 Summer Day Camp
 Memberships

Process and Delivery: Moderate level of capacity in place

- The agency has a solid, well-designed set of processes in place in core areas. Processes are known and accepted by many and often used to increase impact.
- The agency is state licensed and utilizes the best practices and procedures of the YMCA USA.
- The agency conducts quarterly parent evaluations and has an open door policy for all communication.
- The agency has encountered barriers related to delivery of the Y Pals mentoring program. Transportation and other barriers contributed to the issues with the mentoring program. Funding in that category will be used for other special programming.
- The agency communicates information about processes and program delivery to the board of directors on a continual basis.
- The agency has determined they are ADA compliant based on specifications of the City of Boonville. The City owns the building and has recently made some upgrades.

Data Management: Basic level of capacity in place

- The agency strives to collect, store, and accurately report data.
- The agency ensures the confidentiality of the data collected by utilizing password protected computers, and utilizing a back up protocol for collected data. The agency has policies for records maintenance and utilizes paper shredders to destroy secure documents, and recycling done through Unlimited Opportunities.
- The agency needs improvement in ensuring the reliability and validity of the feedback data they collect regarding their programs and participants. The agency needs to implement systematic tracking and evaluation of their program and participants.

Performance Measures: Basic 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.
- Performance partially measured and progress partially tracked; agency regularly collects data on program activities such as outputs, but systematic client evaluation is missing.

Financial Management: Moderate level of capacity in place

- Agency has formal internal controls governing all financial operations. The agency has recently implemented a stronger system of checks and balances that improves financial management processes.
- The board of directors reviews and approves the organizations financial statements, Federal Form 990, and annual audit on a regular basis.
- The board has a treasurer position that plays a role in financial management and oversight.

Program Budget: Moderate level of capacity in place

- The agency has a simple and adequate process for program budget development.
- The agency occasionally utilizes performance measurement data to help guide program budget planning.

Systems and Infrastructure: Basic level of capacity in place

- The agency's physical infrastructure can be made to work well enough to suit the organizations most important and immediate needs; a number of improvements could greatly help increase effectiveness and efficiency. The agency is working with the City of Boonville to apply for grants and renovate to open up more space.
- The agency is using a network computer system and utilizes volunteers as network administrators, has network and PC back-up protocol, and utilizes the Microsoft Office Suite software.

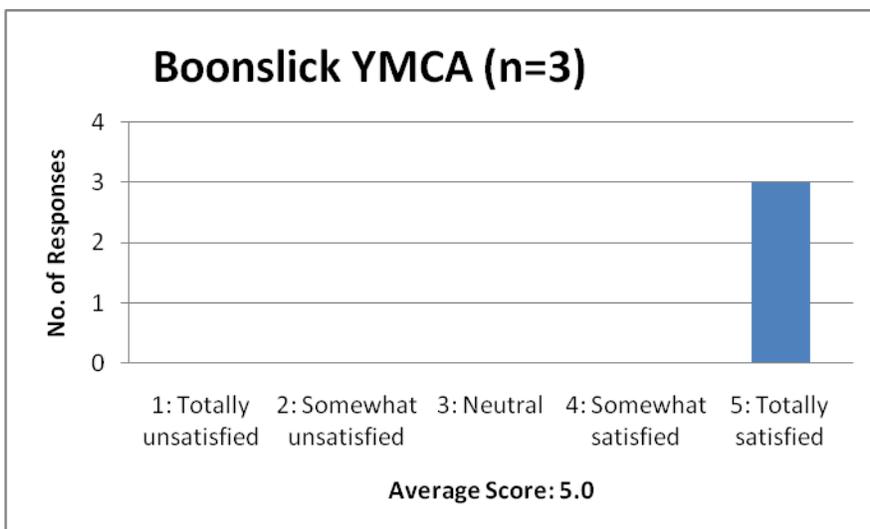
Human Resources: Moderate level of capacity in place

- The agency has the appropriate number of staff with a broad range of skills that are committed to the mission and vision of the organization. Funding is tight for the agency, but they are able to fill their core positions.
- The agency’s board provides direction, support, and accountability to the program goals. The board utilizes a committee structure and provides feedback and direction to staff and programming.
- The agency’s volunteers are capable and dedicated to the mission and vision of the organization. The agency has a broad range of volunteers utilized in a variety of capacities in the organization.

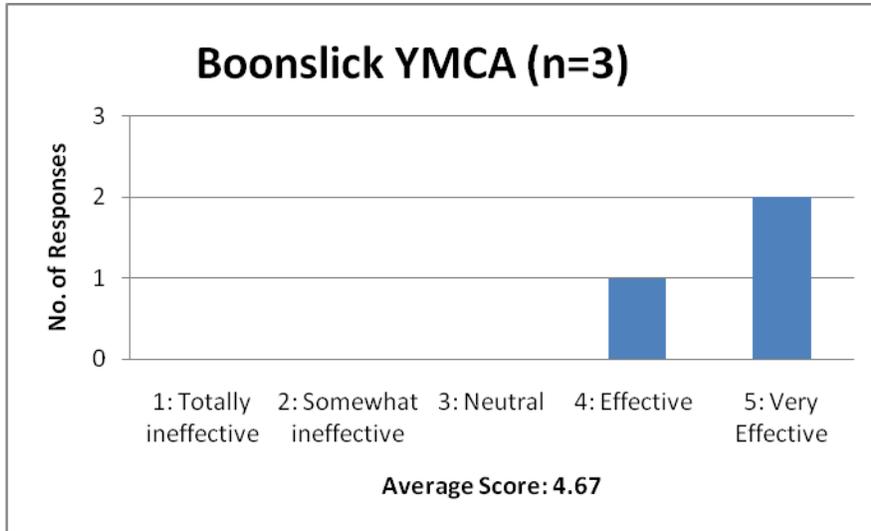
External Relationships: High level of capacity in place

- The agency has built and leveraged some key relationships with relevant partners. The agency reports that they are well-known in the community and perceived as open and responsive to community needs.
- Results from the external relationship survey are as follows:

Please rate your overall satisfaction with your partnership with the agency.



Please rate your opinion of the effectiveness of each agency in the community.



Comments:

The Y has a very wide net that is innovative and integrates with many community partners. The executive director is tireless in her efforts. It has moved beyond recreation and physical activity to school age educational programming, adult learning, community gardens and safe streets and trails. It is a model agency and genuine community partner.

It is one of the Boonville area's most important assets. What is outstanding is the diversity of programs that are for more extensive than recreation. It partners with several local organizations on a regular basis. I think the role and scope of the Y has significantly improved the quality of Boonville.

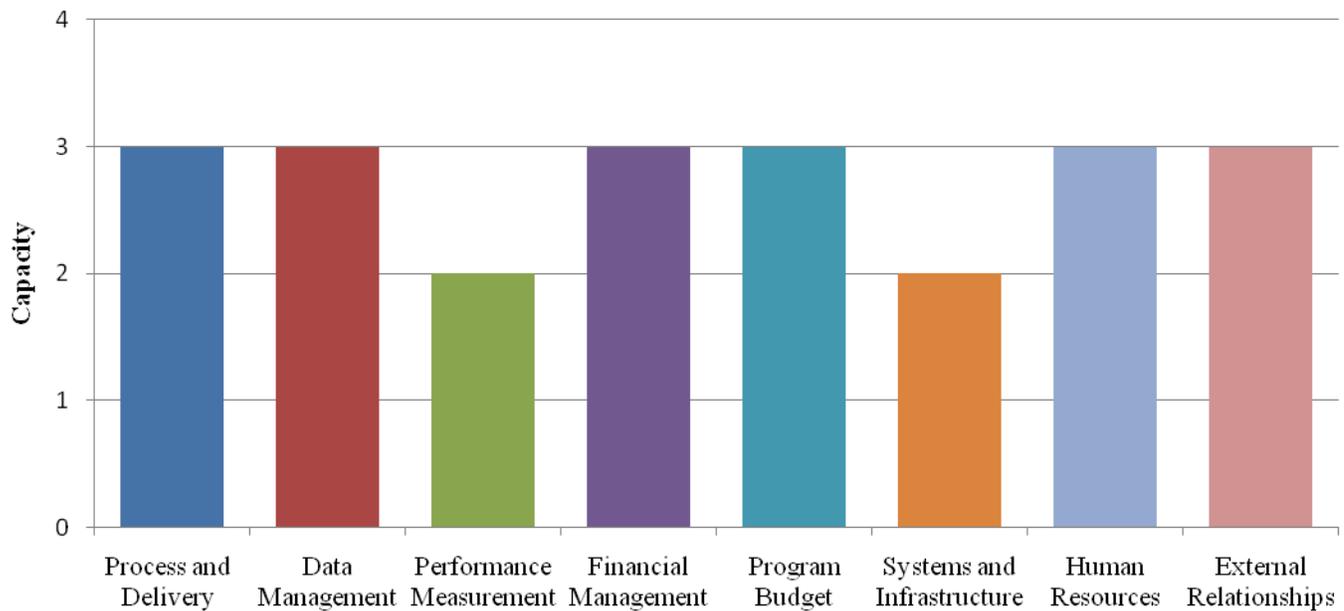
Checklists:

| Agency | Confidentiality | | | | | | | |
|--------------------------|-----------------|----------------|------------------|---------------------------|------------------|----------------------|----------------|------------------|
| | Password | Privacy filter | Back-up protocol | Confidentiality agreement | Regular training | Maintenance policies | Paper shredder | Secure recycling |
| Boonslick Heartland YMCA | Y | N | Y | N | N | Y | Y | N |

| Agency | Financial Management | | | | | | |
|--------------------------|----------------------|---------------------------|---------------------------------------|-----------------------|--------------------|----------|------------------|
| | Financial statement | Form 99N and annual audit | Process for transactions and payables | Controls and policies | Treasurer position | Training | External advisor |
| Boonslick Heartland YMCA | Y | Y | Y | Y | Y | N | Y |

| Agency | Network and Computer Systems | | | | | | | | | |
|--------------------------|------------------------------|-------------------------|------------------------|--------------------------|------------------------------|-------------------------|----------|--------------------------|-------------------------|------------------------------------|
| | Network | Non-networked computers | Administrator on staff | Contracted administrator | Back-up protocol for network | Back-up protocol for PC | MS Suite | Commercial Analytical SW | SW developed for agency | Funder provided data management SW |
| Boonslick Heartland YMCA | Y | Y | Volunteer | Volunteer | Y | Y | Y | N | N | N |

Boy Scouts of America - Great Rivers Council



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: Urban Scouting/Scoutreach

Process and Delivery: Moderate level of capacity in place

- The agency has a solid, well-designed set of processes in place in core areas. Processes are known and accepted by many and often used to increase impact.
- The agency utilizes best practices of the Boy Scouts of America and utilizes a national curriculum.
- The agency utilizes a survey that is filled out by the units and has recently tested a survey in some schools.
- The agency has encountered barriers related to continuity and consistent leadership among the urban troops. The agency has utilized service learning students and some paid staff to fill the gaps in consistent leadership. Transportation is also an issue for their youth.
- Agency communicates information about processes and program delivery to the board of directors on a continual basis.
- The agency has determined they are ADA compliant based on an evaluations of office building and camp accreditation. The agency provides accommodations when necessary for troop meetings.

Data Management: Moderate level of capacity in place

- The agency has a system for data collection, management, and reporting. The agency is utilizing new tools to be able to identify gaps in service based on location and need.
- The agency ensures the confidentiality of the data collected by utilizing password protected computers, and utilizing a back up protocol for collected data. Agency employees sign a confidentiality agreement when they are hired but do not participate in ongoing training for confidentiality. The agency has policies for records maintenance and utilizes paper shredders to destroy secure documents.
- The agency strives to ensure the reliability and validity of their collected data by developing data logs based on the outputs and outcomes the agency has proposed to measure. The agency double checks data to ensure accuracy.

Performance Measures: Basic level of capacity in place

- The agency has developed outputs and outcomes that are reasonable and obtainable. The agency has trouble meeting projections due to continuity of service issues.
- The agency occasionally utilizes performance measures to help guide programming by looking at trends and identifying changes in need.
- Performance partially measured and progress partially tracked; agency regularly collects data on program activities, but systematic client feedback and evaluation is missing.

Financial Management: Moderate level of capacity in place

- Agency has formal internal controls governing all financial operations.
- The board of directors reviews and approves the organizations financial statements, Federal Form 990, and annual audit on a regular basis.
- The board has a treasurer position that plays an active role in financial management and oversight.

Program Budget: Moderate level of capacity in place

- The agency has a well-designed and informed program budget development process.
- The agency occasionally utilizes collected data to help guide program budget planning.

Systems and Infrastructure: Basic level of capacity in place

- The agency's physical infrastructure can be made to work well enough to suit the organizations most important and immediate needs; a number of improvements could greatly help increase effectiveness and efficiency. The agency is preparing to look into infrastructure improvements.
- The agency is using a network computer system, has a network administrator on staff, has PC back-up protocol, and utilizes software developed for their agency.

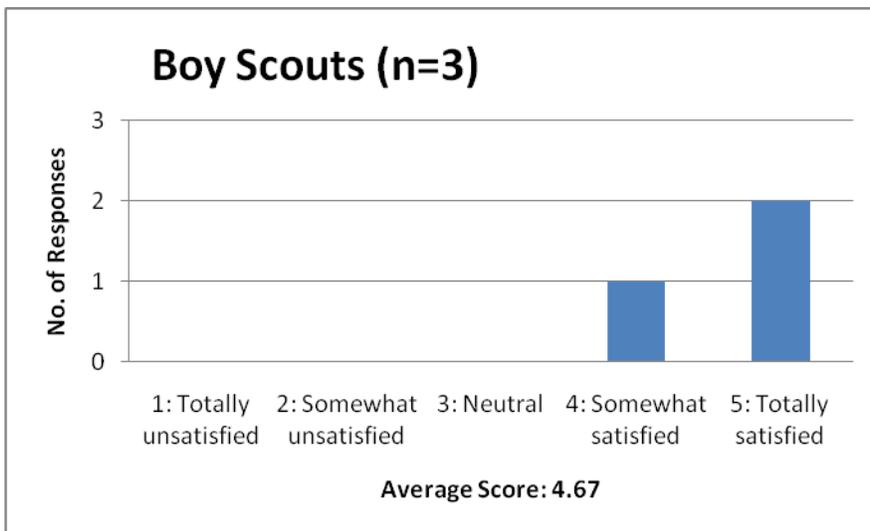
Human Resources: Moderate level of capacity in place

- The agency has the appropriate number of staff with a broad range of skills that are committed to the mission and vision of the organization. The agency is looking for ways to consolidate to develop new staff positions.
- The agency’s board provides direction, support, and accountability to the program goals. The board is fully informed of all major matters, and input and responses are actively sought and valued.
- The agency’s volunteers are capable and dedicated to the mission and vision of the organization. The agency utilizes volunteers that will actively support the mission of the organization.

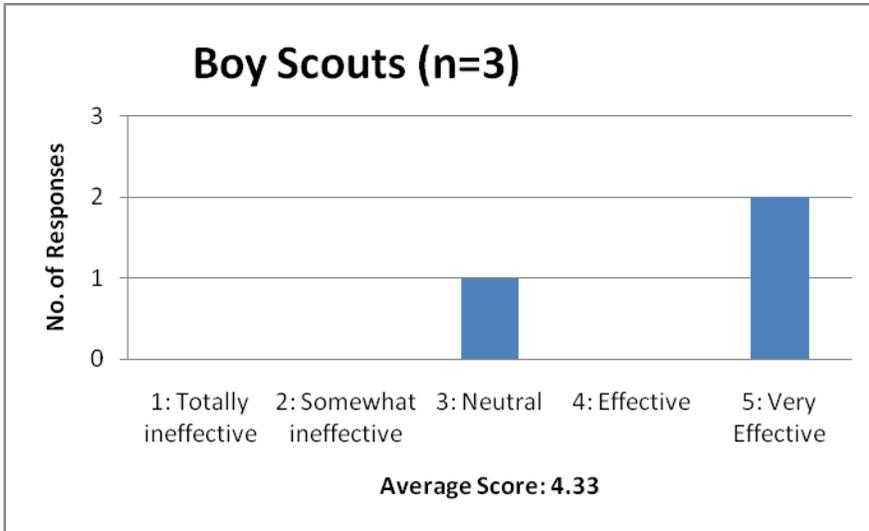
External Relationships: Moderate level of capacity in place

- The agency has built and leveraged some key relationships with relevant partners. The agency reports that they are well-known in the community and perceived as open and responsive to community needs.
- Results from the external relationship survey are as follows:

Please rate your overall satisfaction with your partnership with the agency.



Please rate your opinion of the effectiveness of each agency in the community.



Comments:

staff has been very good to work with.

The Scouts do a food drive every year that with food going to The Food Bank (TFB) and directly to our partner pantries. Many of the troops help in volunteer projects at TFB and some even do fund raising events. We have very little contact with Great Rivers Council staff in a collaborative way.

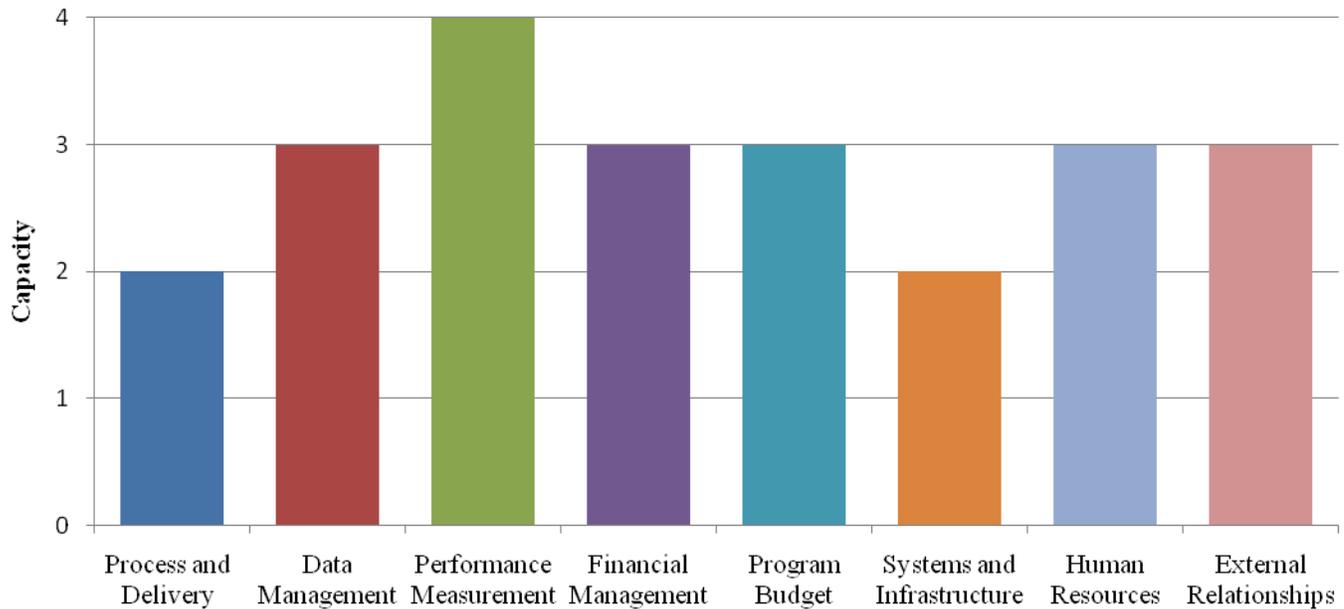
Checklists:

| Agency | Confidentiality | | | | | | | |
|---------------------------------|-----------------|----------------|------------------|---------------------------|------------------|----------------------|----------------|------------------|
| | Password | Privacy filter | Back-up protocol | Confidentiality agreement | Regular training | Maintenance policies | Paper shredder | Secure recycling |
| Boy Scouts-Great Rivers Council | Y | N | Y | Y | N | Y | Y | N |

| Agency | Financial Management | | | | | | |
|---------------------------------|----------------------|---------------------------|---------------------------------------|-----------------------|--------------------|----------|------------------|
| | Financial statement | Form 99N and annual audit | Process for transactions and payables | Controls and policies | Treasurer position | Training | External advisor |
| Boy Scouts-Great Rivers Council | Y | Y | Y | Y | Y | N | Y |

| Agency | Network and Computer Systems | | | | | | | | | |
|---------------------------------|------------------------------|-------------------------|------------------------|--------------------------|------------------------------|-------------------------|----------|--------------------------|-------------------------|------------------------------------|
| | Network | Non-networked computers | Administrator on staff | Contracted administrator | Back-up protocol for network | Back-up protocol for PC | MS Suite | Commercial Analytical SW | SW developed for agency | Funder provided data management SW |
| Boy Scouts-Great Rivers Council | Y | N | Y | N | Y | N | Y | N | Y | N |

Boys and Girls Club



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: After-School Program
 Summer Program

Process and Delivery: Basic level of capacity in place

- The agency has a solid, well-designed set of processes in place in core areas. Processes are known and accepted by many and often used to increase impact.
- The agency adheres to the best practices of the National Boys and Girls Club and nationally recognized curriculum
- The agency does not have a formal system for soliciting feedback from program participants or parents.
- The agency has encountered barriers related to the lack of physical facilities such as a gymnasium and the limitations of their current facility.
- Agency communicates information about processes and program delivery to the board of directors on a continual basis. Board of directors is very involved in programming decisions and oversight.
- The agency has determined they are ADA compliant based on guidelines from the National Boys and Girls Club.

Data Management: Moderate level of capacity in place

- The agency has a solid system for data collection, management, and reporting.
- The agency ensures the confidentiality of the data collected by utilizing password protected computers, and utilizing a back up protocol for collected data. Agency employees sign a confidentiality agreement when they are hired and staff participates in ongoing training for confidentiality. The agency has policies for records maintenance and utilizes paper shredders to destroy secure documents.
- The agency strives to ensure the reliability and validity of the collected data through internal policies and controls. The agency double checks data to ensure accuracy.

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.
- Performance measured and progress tracked; agency regularly collects data on program activities, and collects data from external sources to provide information for outcome tracking.

Financial Management: Moderate level of capacity in place

- Agency has formal internal controls governing all financial operations.
- The board of directors reviews and approves the organizations financial statements, Federal Form 990, and annual audit on a regular basis.
- The board has a treasurer position that plays an active role in financial management and oversight.

Program Budget: Moderate level of capacity in place

- The agency has a well-designed and informed program budget development process.
- The agency occasionally utilizes performance measurement data to help guide program budget planning.

Systems and Infrastructure: Basic level of capacity in place

- The agency's physical infrastructure can be made to work well enough to suit the organizations most important and immediate needs; a number of improvements could greatly help increase effectiveness and efficiency. The agency and board are working toward acquiring an improved facility.
- The agency is using a network computer system, contracts with a network administrator on an on-going basis, has network and PC back-up protocol, and utilizes software developed for their agency and funder provided data management software.

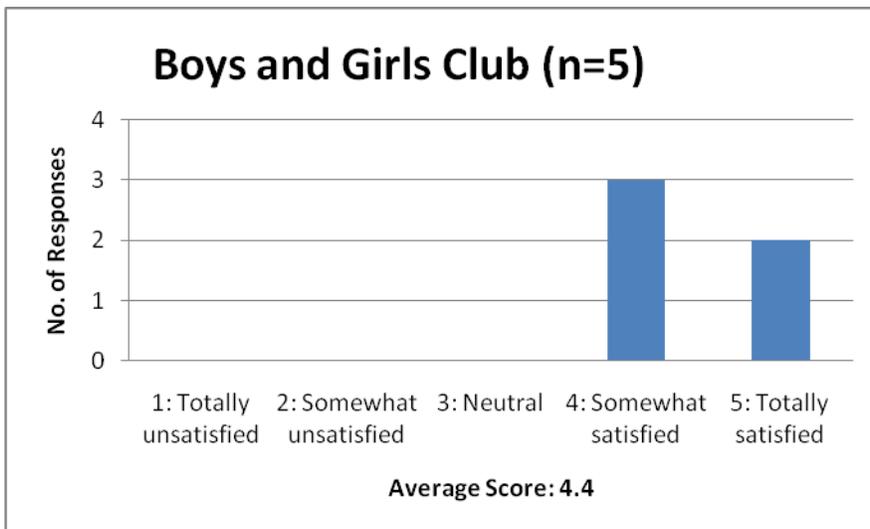
Human Resources: Moderate level of capacity in place

- The agency has the appropriate number of staff with a broad range of skills that are committed to the mission and vision of the organization. Budget concerns are always present and the agency is mindful of the restraints when making staffing decisions.
- The agency’s board provides direction, support, and accountability to the program goals. The board is fully informed of all major matters, and input and responses are actively sought and valued.
- The agency’s volunteers are capable and dedicated to the mission and vision of the organization. The agency utilizes volunteers from the University service learning program and is always striving to ensure a good match with the volunteer and program. The volunteers are managed and contribute to the overall success of the organization.

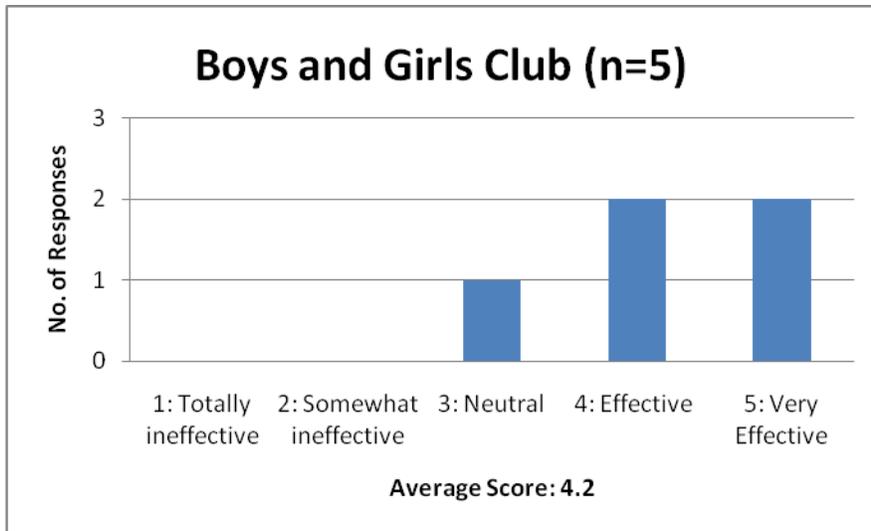
External Relationships: Moderate level of capacity in place

- The agency has built and leveraged some key relationships with relevant partners. The agency reports that they are well-known in the community and perceived as open and responsive to community needs.
- Results from the external relationship survey are as follows:

Please rate your overall satisfaction with your partnership with the agency.



Please rate your opinion of the effectiveness of each agency in the community.



Comments:

- Boys and Girls Club has gone out of its way to accommodate student assistance from our organization. We have found their staff to be very supportive, very responsive, and very open to new ideas and opportunities for collaboration. B&GC is one of our strongest community partners and one that I think embodies the possibilities for campus-community collaborations and partnerships.
- We believe the Boys & Girls Club has developed a strong strategic plan and expanded its resource base over the past 2-3 years. We believe they are positioned well to sustain their operations and serve the community. The youth population in our community desperately needs guidance and outlets for their energy. The Club is working to expand their services in the areas that need it most and we are impressed by their commitment to developing a teen center near Hickman High School. This one move not only provides improved facilities, but has improved access to those facilities and improved visibility in the community.
- Availability of funds has limited the number of students that can be served through the club. We would like to see more students served by the program if facilities can be expanded and improved.
- We would love to be able to collaborate more with Boys & Girls Club; however, a lack of communication and breakdown in communication often hinders the process of scheduling programs. We would like to do more.

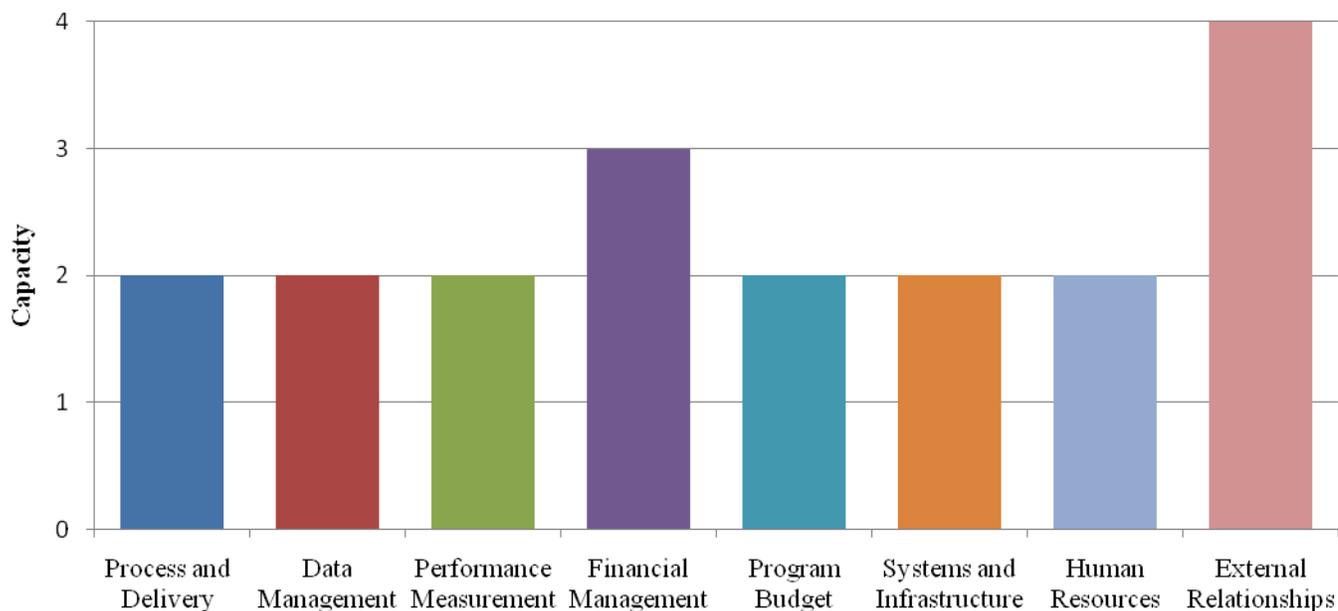
Checklists:

| Agency | Confidentiality | | | | | | | |
|-------------------|-----------------|----------------|------------------|---------------------------|------------------|----------------------|----------------|------------------|
| | Password | Privacy filter | Back-up protocol | Confidentiality agreement | Regular training | Maintenance policies | Paper shredder | Secure recycling |
| Boys & Girls Club | Y | N | Y | Y | Y | Y | Y | N |

| Agency | Financial Management | | | | | | |
|-------------------|----------------------|---------------------------|---------------------------------------|-----------------------|--------------------|----------|------------------|
| | Financial statement | Form 99N and annual audit | Process for transactions and payables | Controls and policies | Treasurer position | Training | External advisor |
| Boys & Girls Club | Y | Y | Y | Y | Y | Y | Y |

| Agency | Network and Computer Systems | | | | | | | | | |
|-------------------|------------------------------|-------------------------|------------------------|--------------------------|------------------------------|-------------------------|----------|--------------------------|-------------------------|------------------------------------|
| | Network | Non-networked computers | Administrator on staff | Contracted administrator | Back-up protocol for network | Back-up protocol for PC | MS Suite | Commercial Analytical SW | SW developed for agency | Funder provided data management SW |
| Boys & Girls Club | Y | Y | N | Y | Y | Y | Y | Y | N | Y |

Centro Latino de Salud, Educacion, y Cultura



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: La Escuela Latina – Youth Tutoring

Process and Delivery: Basic level of capacity in place

- The agency has a solid, well-designed set of processes in place in core areas. Processes are known and accepted by many and often used to increase impact.
- The agency does not utilize any recognized best practices or curriculum in service delivery
- The agency works with the Columbia Public Schools and parents to monitor student’s grades. There is no formal system in place for program participant or parent feedback.
- The agency has encountered barriers related to transportation, limited staff and economic barriers.
- Agency communicates information about processes and program delivery to the board of directors on a continual basis.
- The agency’s facility is not currently ADA compliant; however an accommodation plan is in place to address needs whenever identified. The agency will be moving into a new facility that will be ADA compliant.

Data Management: Basic level of capacity in place

- The agency has a system for data collection, management, and reporting.
- The agency ensures the confidentiality of the data collected by utilizing password protected computers. Agency employees sign a confidentiality agreement when they are hired and participate in ongoing training for confidentiality. The agency has policies for records maintenance.
- The agency strives to ensure the validity and reliability of the data by double checking data to ensure accuracy.

Performance Measures: Basic 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. Recent data collection has guided program decisions and the reduction of students being served to 25. This change was implemented to ensure that all students are participating in tutoring and no “babysitting” is going on.
- Performance measured and progress tracked; agency collects data on program activities and outputs. The agency works with parents to get grade card information on students.

Financial Management: Moderate level of capacity in place

- Agency has formal internal controls governing all financial operations.
- The board of directors reviews and approves the organizations financial statements, Federal Form 990, and annual audit on a regular basis.
- The board has a treasurer position that plays an active role in financial management and oversight.

Program Budget: Basic level of capacity in place

- The agency has a simple and adequate process for program budget development.
- The agency occasionally utilizes data to help guide program budget planning.

Systems and Infrastructure: Basic level of capacity in place

- The agency’s physical infrastructure can be made to work well enough to suit the organizations most important and immediate needs; a number of improvements could greatly help increase effectiveness and efficiency. The agency is in the process of transitioning into a new facility which will be ready in 4-5 months.
- The agency is using non-networked computers, and backs up data on an external drive. The agency utilizes the Microsoft Office Suite and funder provided data management software.

Human Resources: Basic level of capacity in place

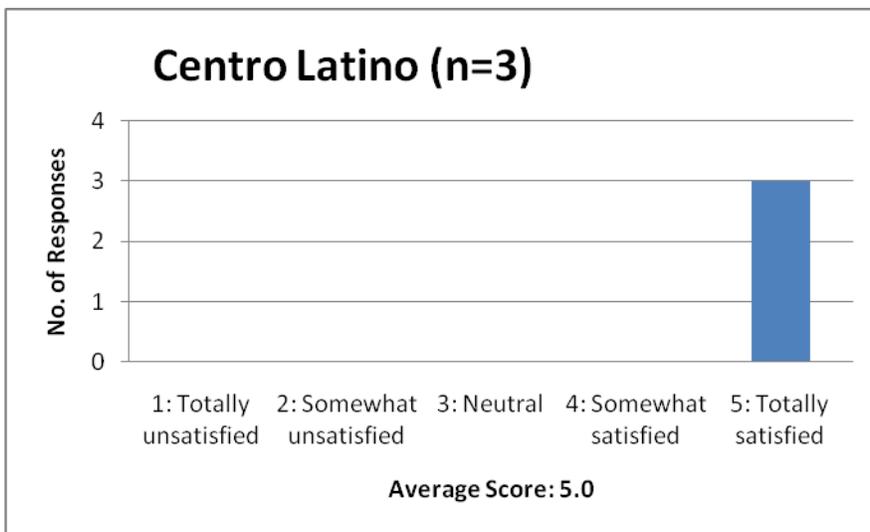
- The agency has staff in key positions to handle the administration of programs. No staff positions can be paid with current funding.

- The agency’s board provides direction, support, and accountability to the program goals. The board is fully informed of all major matters, and input and responses are actively sought and valued.
- The agency’s volunteers are capable and dedicated to the mission and vision of the organization. The agency utilizes students from the University service learning program to provide tutoring. The volunteers are managed and contribute to the overall success of the organization.

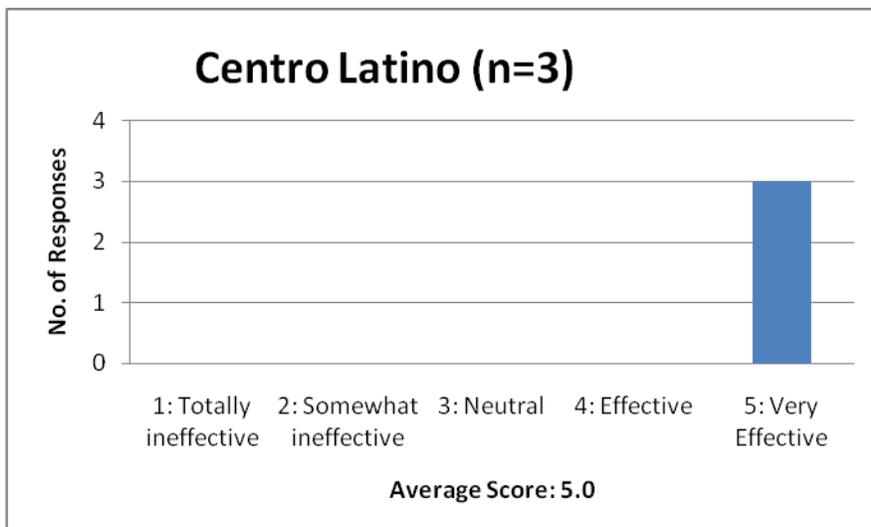
External Relationships: High level of capacity in place

- The agency has built and leveraged some key relationships with relevant partners. The agency reports that they are well-known in the community and perceived as open and responsive to community needs.
- Results from the external relationship survey are as follows:

Please rate your overall satisfaction with your partnership with the agency.



Please rate your opinion of the effectiveness of each agency in the community.



Comments:

I have worked with Centro Latino for a number of years. We just completed a two year collaboration on a project called promotoras de salud. We met or exceeded expectations on all the variables we were monitoring. One phase of the project included helping 200 people access healthcare services during the funded period and we were actually able to help nearly twice that many people. The program was highly effective according to evaluation data. Centro Latino was a very good partner. They were good to work with, they followed through on all the services they were to provide and they were very effective in their work. It's one of the few organizations I truly enjoy working with.

In the context of the Columbia/Boone County community, Centro Latino is well-known across the agencies located in Columbia. Its services are unique, since they are targeted toward the Latino population which is growing in central MO. With regard to our agency, Family Health Center, Centro Latino provides translation services, referral to us for Latino's needing to establish primary medical/dental care, and referral of our patients to resources that can accommodate Spanish speaking clients. In addition, Centro Latino's director serves on the Board of Directors of Family Health Center and his insights and advocacy for the Latino population are very helpful in that context.

Boone County 4-H has had very successful collaborations with Centro Latino, helping us expand our Kids in the Kitchen program and starting a new 4-H club for Latino teens preparing for college.

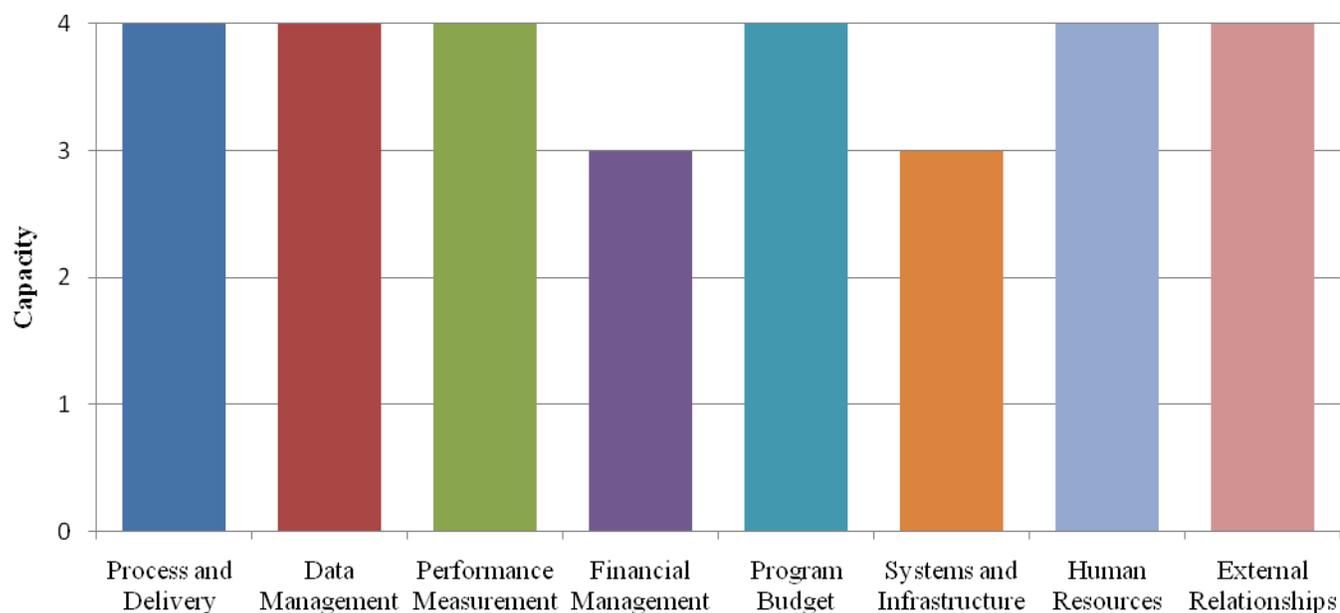
Checklists:

| Agency | Confidentiality | | | | | | | |
|---------------|-----------------|----------------|------------------|---------------------------|------------------|----------------------|----------------|------------------|
| | Password | Privacy filter | Back-up protocol | Confidentiality agreement | Regular training | Maintenance policies | Paper shredder | Secure recycling |
| Centro Latino | Y | N | N | Y | Y | Y | N | N |

| Agency | Financial Management | | | | | | |
|---------------|----------------------|---------------------------|---------------------------------------|-----------------------|--------------------|----------|------------------|
| | Financial statement | Form 99N and annual audit | Process for transactions and payables | Controls and policies | Treasurer position | Training | External advisor |
| Centro Latino | Y | Y | Y | Y | Y | N | Y |

| Agency | Network and Computer Systems | | | | | | | | | |
|---------------|------------------------------|-------------------------|------------------------|--------------------------|------------------------------|-------------------------|----------|--------------------------|-------------------------|------------------------------------|
| | Network | Non-networked computers | Administrator on staff | Contracted administrator | Back-up protocol for network | Back-up protocol for PC | MS Suite | Commercial Analytical SW | SW developed for agency | Funder provided data management SW |
| Centro Latino | N | Y | N | N | N | Y | Y | N | N | Y |

CHA Low-Income Service, Inc.



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: Moving Ahead Program

Process and Delivery: High level of capacity in place

- The agency has a robust, lean, well-designed set of processes in place in all areas. Processes are widely known, used and accepted and are key to ensuring full impact of the organization.
- The agency utilizes accredited and evidence based curriculum for delivery of services.
- The agency conducts an annual parent satisfaction survey and has a suggestion box for student feedback and comments.
- The agency has encountered barriers related barrier to family and parent participation, transportation for field trips and special events and economic barriers.
- Agency communicates information to the board of directors on a continual basis. Policy, programming and service delivery decisions are made by staff.
- The agency has determined they are ADA compliant based on regular HUD inspections of the facility.

Data Management: High level of capacity in place

- The agency has a system for data collection, management, and reporting.
- The agency ensures the confidentiality of the data collected by utilizing password protected computers, and utilizing a back up protocol for collected data. Agency employees and volunteers sign a confidentiality agreement when they are hired and participate in ongoing training for confidentiality. The agency has policies for records maintenance and utilizes paper shredders to destroy secure documents.
- The agency ensures the reliability of the data by providing consistent survey and reporting systems.
- The agency ensures the validity of the data by developing data logs based on the outputs and outcomes the agency has proposed to measure. The agency provides the survey to all parents and all students are given the opportunity to comment anonymously in the suggestion box. The agency double checks data to ensure accuracy.

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.
- Performance measured and progress tracked; agency regularly collects data on program activities, and collects data from the Columbia Public Schools for outcome tracking.

Financial Management: Moderate level of capacity in place

- Agency has formal internal controls governing all financial operations and procurement policies.
- The board of directors reviews and approves the organization's financial statements, Federal Form 990, and annual audit on a regular basis.
- The board does not have a treasurer position, but utilizes in-house accountants.

Program Budget: High level of capacity in place

- The agency has a well-designed and informed program budget development process.
- The agency utilizes performance measurement data to help guide program budget planning.

Systems and Infrastructure: Moderate level of capacity in place

- The agency's physical infrastructure is fully adequate for the current needs of the organization; infrastructure does not impede efficiency and effectiveness. The facility space limits the number of students to 50. The facility has recently undergone a renovation which has made some large improvements.
- The agency is using a network computer system, has a network administrator on staff, has network and PC back-up protocol, and utilizes commercial analytical software and funder provided data management software.

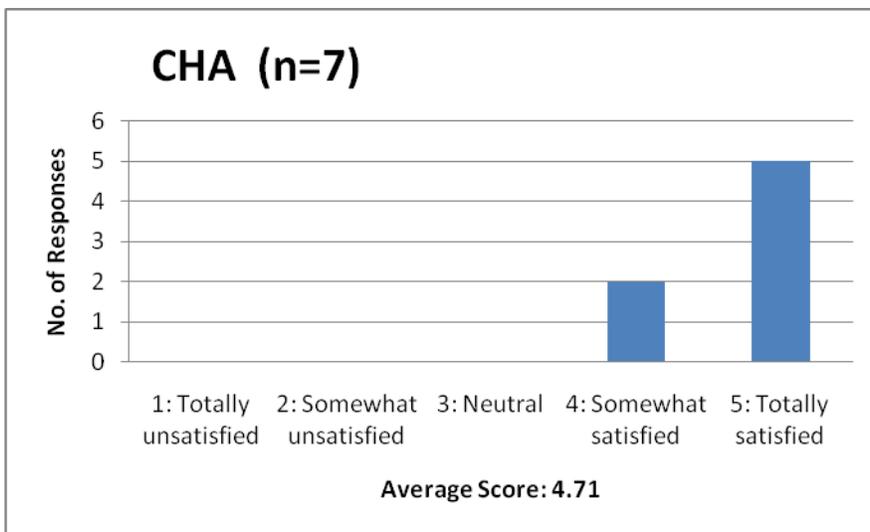
Human Resources: High level of capacity in place

- The agency has the appropriate number of staff with a broad range of skills that are committed to the mission and vision of the organization. The agency staff has excellent skills, and high ideals and standards.
- The agency’s board serves in an advisory role to the agency.
- The agency’s volunteers are capable and dedicated to the mission and vision of the organization. The agency utilizes University Service Learning students and they are aggressively screened and matched to the appropriate students. The volunteers are managed and contribute to the overall success of the organization.

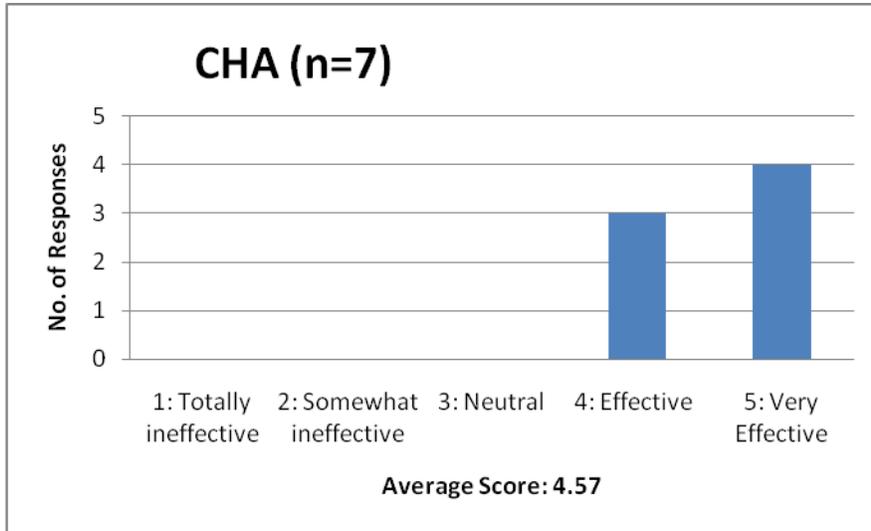
External Relationships: High level of capacity in place

- The agency has built and leveraged some key relationships with relevant partners. The agency reports that they are well-known in the community and perceived as open and responsive to community needs.
- Results from the external relationship survey are as follows:

Please rate your overall satisfaction with your partnership with the agency.



Please rate your opinion of the effectiveness of each agency in the community.



Comments:

| |
|---|
| <p>CHA has always provided effective services to in-need residents, and from our experience, has been very receptive to take on university students to inform them about the social issues facing our community. We greatly value our partnership with CHA.</p> |
| <p>Strong leadership focused on ensuring public housing residents have access to healthy physical activity and food options.</p> |
| <p>This agency works very hard to provide effective services for residents of public housing and section 8. They are going above and beyond many other housing agencies in providing resources and programs for self-sufficiency and life skills. Additionally, they support community programs like the Youth Community Coalition that are able to impact youth and families all across Columbia. CHALIS is very willing to support community initiatives and has an open door for working together.</p> |
| <p>We are really enjoying YC2 and working with the Moving Ahead Program.</p> |

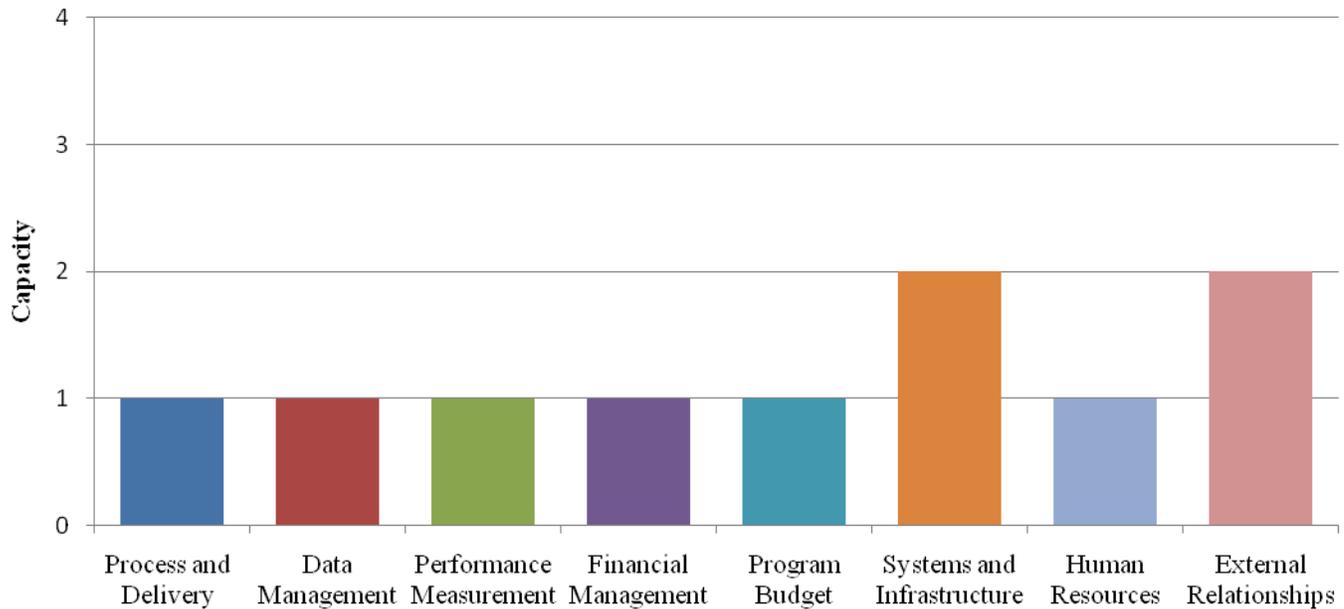
Checklists:

| Agency | Confidentiality | | | | | | | |
|-------------------------------|-----------------|----------------|------------------|---------------------------|------------------|----------------------|----------------|------------------|
| | Password | Privacy filter | Back-up protocol | Confidentiality agreement | Regular training | Maintenance policies | Paper shredder | Secure recycling |
| CHA Low-Income Services, Inc. | Y | Y | Y | Y | Y | Y | Y | N |

| Agency | Financial Management | | | | | | |
|-------------------------------|----------------------|---------------------------|---------------------------------------|-----------------------|--------------------|----------|------------------|
| | Financial statement | Form 99N and annual audit | Process for transactions and payables | Controls and policies | Treasurer position | Training | External advisor |
| CHA Low-Income Services, Inc. | Y | Y | Y | Y | N | Y | Y |

| Agency | Network and Computer Systems | | | | | | | | | |
|-------------------------------|------------------------------|-------------------------|------------------------|--------------------------|------------------------------|-------------------------|----------|--------------------------|-------------------------|------------------------------------|
| | Network | Non-networked computers | Administrator on staff | Contracted administrator | Back-up protocol for network | Back-up protocol for PC | MS Suite | Commercial Analytical SW | SW developed for agency | Funder provided data management SW |
| CHA Low-Income Services, Inc. | Y | N | Y | Y | Y | Y | Y | Y | N | Y |

Community Playground Inc. (Fun City)



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: Fun City Summer Youth Academy
 Fun City Saturday Youth Academy

Process and Delivery: Clear need for increased capacity

- The agency has a limited set of processes for ensuring effective functioning of the organization.
- The agency utilizes a self-esteem curriculum and curriculum based on learning through culture.
- The agency would like to do an annual end of the year survey, but has not been able to implement the tool in the last year.
- The agency has encountered barriers related to the loss of their executive director, funding restrictions, and economic barriers.
- Agency communicates information about processes and program delivery to the board of directors on a continual basis. The agency is working to recruit additional board members to serve in key board positions.
- The agency utilizes a facility at the Blind Boone Center which is ADA compliant based on HUD inspections.

Data Management: Clear need for increased capacity

- The agency has a basic system for data collection and reporting.
- The agency ensures the confidentiality of the data collected by utilizing password protected computers, and utilizing a back up protocol for collected data. Agency employees sign a confidentiality agreement when they are hired and participate in ongoing training for confidentiality. The agency has policies for records maintenance and utilizes paper shredders to destroy secure documents.
- The agency does not have data collection systems that ensure the validity or reliability of the data collected.

Performance Measures: Clear need for increased capacity

- The agency has developed outputs and outcomes that are reasonable and obtainable. The agency does not currently utilize a pre and post assessment tool to capture the projected outcomes, but are in the process of developing and implementing the assessment.
- The agency has very limited measurement and tracking of performance; all or most of the evidence is based on anecdotal evidence.
- The agency collects some data on program activities and outputs, but has no tool to measure impact and outcomes.

Financial Management: Clear need for increased capacity

- Agency deposits and acknowledges incoming funding, bills are paid, documentation is retained.
- The board of directors reviews and approves the organizations financial statements, Federal Form 990, and annual audit on a regular basis.
- A new treasurer has recently begun serving on the board.

Program Budget: Clear need for increased capacity

- The agency has a limited system for utilizing data to develop the program budget.
- No performance data is used for the development of the program budget.

Systems and Infrastructure: Basic level of capacity in place

- The agency's physical infrastructure can be made to work well enough to suit the organizations most important and immediate needs; a number of improvements could greatly help increase effectiveness and efficiency.
- The agency does not have computers or systems that are currently being utilized.

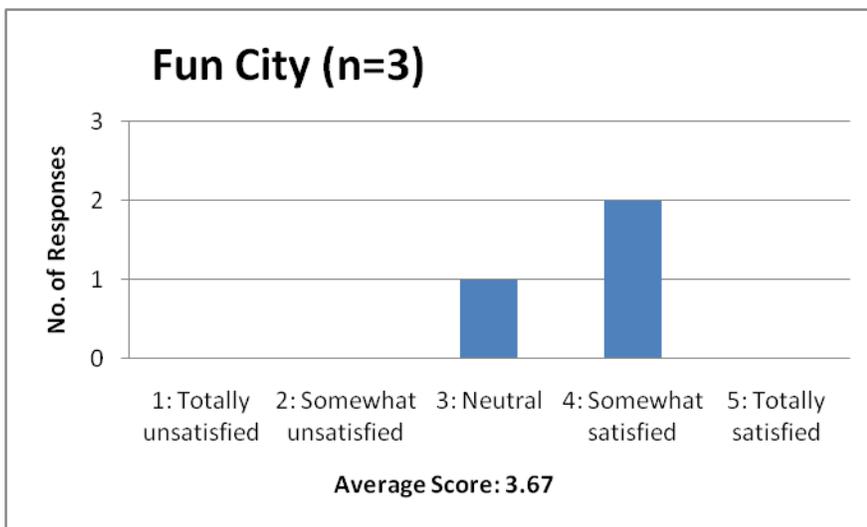
Human Resources: Clear need for increased capacity

- The agency has recently lost their executive director and has an interim volunteer fulfilling the requirements at this time. The agency will be seeking to hire a permanent executive director.
- The agency utilizes volunteers from the University’s Service Learning Program.

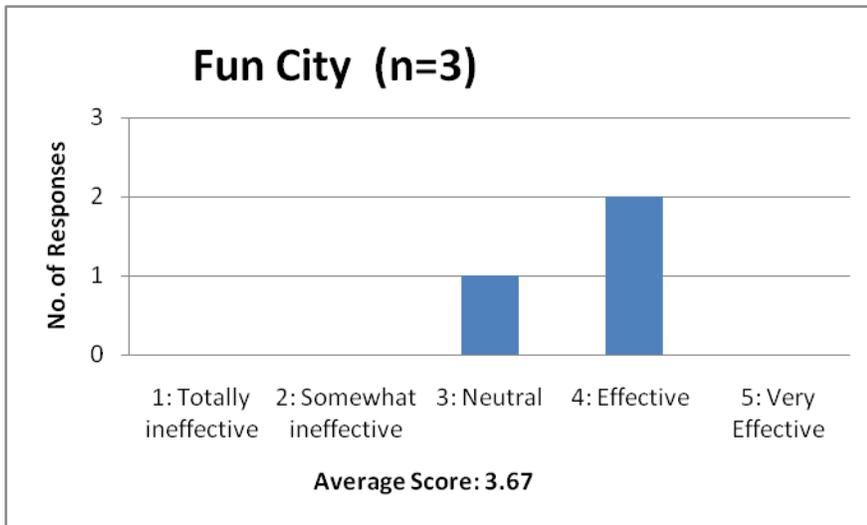
External Relationships: Basic level of capacity in place

- The agency has built and leveraged some key relationships with relevant partners. The agency reports that they are well-known in the community and perceived as open and responsive to community needs.
- Results from the external relationship survey are as follows:

Please rate your overall satisfaction with your partnership with the agency.



Please rate your opinion of the effectiveness of each agency in the community.



Comments:

We have had a successful partnership with Fun City, and firmly believe in what they are doing in the community. Prior to this year, we had some difficulty working with and getting in touch with their executive director, who has since left the organization. It made our partnership slightly more difficult due to the previous ED's unresponsiveness. Through their leadership transition, we have found Fun City to be much more responsive and interested in taking on students to assist with the organization. They also have some committed board members who have stepped up and taken on far more responsibility than they had planned for. I think the solution would be for FCYA to hire their current part-time executive director on full-time so she can have the authority, support and ability to execute her vision and to support the mission of the program.

I believe in the past this agency has been effective but it has really struggled the last few years. My experience with them was mainly with Interact. That was a successful partnership up until about 4 years ago. I didn't feel that their Interact program was the caliber it had been in the past and a couple of the actors really had trouble with performances. Also a few years back I had some good experiences with their summer school program. I would go in and help some of the teachers with some puberty exercises for the kids. I would like to see this organization have a strong leader that could get both that summer program up and running well as well as some Saturday activities.

One external partner declined to answer the survey and stated – "I don't know that your survey is an appropriate way to capture my mediated responses."

We have a support role in that we provide the space for the Summer program. Leadership changes cause some communication issues, but for the most part the program seems to function well and serves quite a few kids.

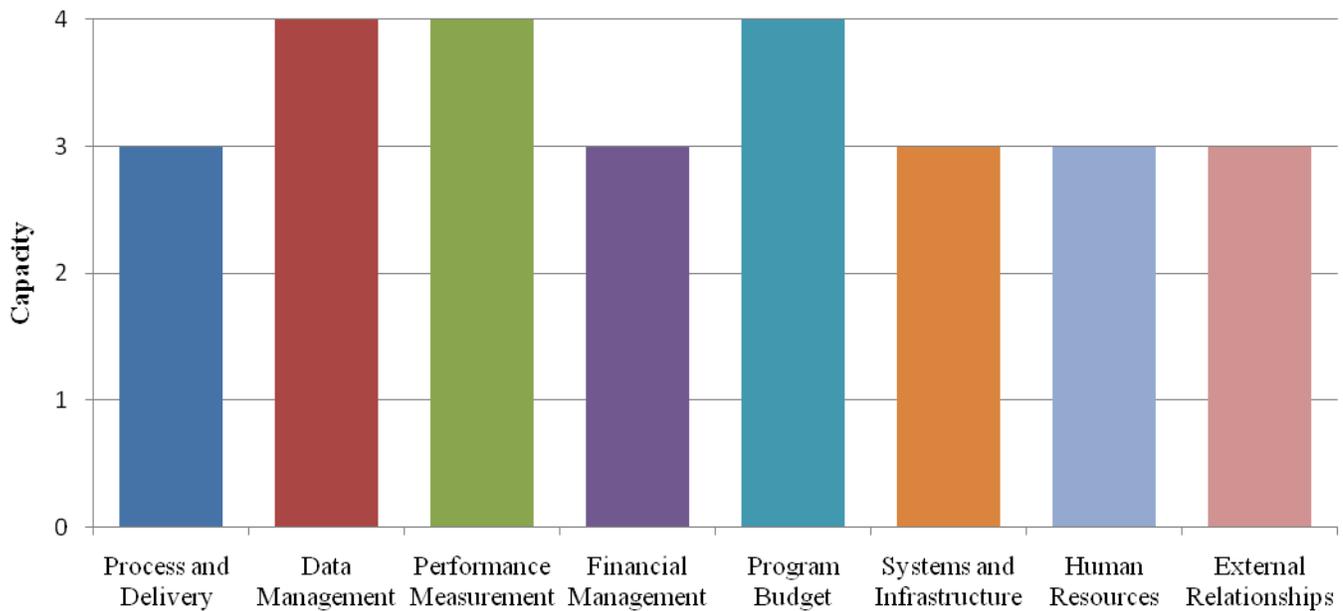
Checklists:

| Agency | Confidentiality | | | | | | | |
|---------------------------------------|-----------------|----------------|------------------|---------------------------|------------------|----------------------|----------------|------------------|
| | Password | Privacy filter | Back-up protocol | Confidentiality agreement | Regular training | Maintenance policies | Paper shredder | Secure recycling |
| Community Playground, Inc. (Fun City) | Y | N | Y | Y | Y | Y | Y | N |

| Agency | Financial Management | | | | | | |
|---------------------------------------|----------------------|---------------------------|---------------------------------------|-----------------------|--------------------|----------|------------------|
| | Financial statement | Form 99N and annual audit | Process for transactions and payables | Controls and policies | Treasurer position | Training | External advisor |
| Community Playground, Inc. (Fun City) | Y | Y | Y | Y | Y | N | Y |

| Agency | Network and Computer Systems | | | | | | | | | |
|---------------------------------------|------------------------------|-------------------------|------------------------|--------------------------|------------------------------|-------------------------|----------|--------------------------|-------------------------|------------------------------------|
| | Network | Non-networked computers | Administrator on staff | Contracted administrator | Back-up protocol for network | Back-up protocol for PC | MS Suite | Commercial Analytical SW | SW developed for agency | Funder provided data management SW |
| Community Playground, Inc. (Fun City) | N | N | N | N | N | N | Y | N | N | Y |

Family Counseling Center of 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: Counseling for School-Age Population

Process and Delivery: Moderate level of capacity in place

- The agency has a solid, well-designed set of processes in place in core areas. Processes are known and accepted by many and often used to increase impact.
- The agency is licensed and accredited through the Department of Mental Health.
- The agency utilizes a consumer satisfaction survey that everyone is asked to complete. The data is used at quarterly staff meetings to identify issues.
- The agency has encountered barriers related to lack of parental participation in treatment, waiting lists for delivery of services, lack of children’s therapists in the community, and transportation issues.
- Agency communicates information about processes and program delivery to the board of directors on a continual basis.
- The agency has determined they are ADA compliant based on annual inspections conducted by the Department of Mental Health.

Data Management: High level of capacity in place

- The agency has a robust system for data collection, management, and reporting.
- The agency ensures the confidentiality of the data collected by utilizing password protected computers, and utilizing a back up protocol for collected data. Agency employees sign a confidentiality agreement when they are hired and participate in ongoing training for confidentiality. The agency has policies for records maintenance and utilizes paper shredders and secure recycling for disposal of secure documents.
- The agency ensures the reliability of the data by providing the consistent instructions for completing satisfaction surveys.
- 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 provides the survey to all clients for completion. The agency double checks data to ensure accuracy.

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.
- Performance measured and progress tracked; agency regularly collects data on program activities, and utilizes tools and assessments to capture the impact of their programs.

Financial Management: Moderate level of capacity in place

- Agency has formal internal controls governing all financial operations.
- The board of directors reviews and approves the organizations financial statements, Federal Form 990, and annual audit on a regular basis.
- The board has a treasurer position that plays an active role in financial management and oversight.

Program Budget: High level of capacity in place

- The agency has a well-designed and informed program budget development process.
- The agency utilizes performance measurement data to help guide program budget planning.

Systems and Infrastructure: Moderate level of capacity in place

- The agency's physical infrastructure can be made to work well enough to suit the organizations most important and immediate needs; a number of improvements could greatly help increase effectiveness and efficiency.
- The agency is using a network computer system, has a network administrator on staff, has network and PC back-up protocol, and utilizes software developed for their agency, commercial analytical software, and funder provided data management software.

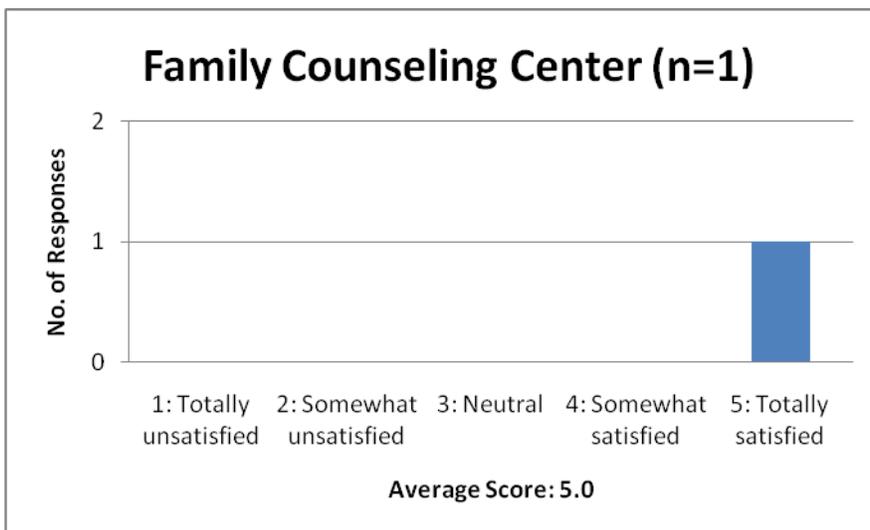
Human Resources: Moderate level of capacity in place

- Based on the agency’s current office capacity and resources they have the appropriate number of staff with a broad range of skills that are committed to the mission and vision of the organization. The agency needs to add a counselor, but has no where to put that person and the tight economic times make it too risky to fill the position.
- The agency’s board provides direction, support, and accountability to the program goals. The board is fully informed of all major matters, and input and responses are actively sought and valued.
- The agency’s utilizes and they are managed and provide additional support to the organization.

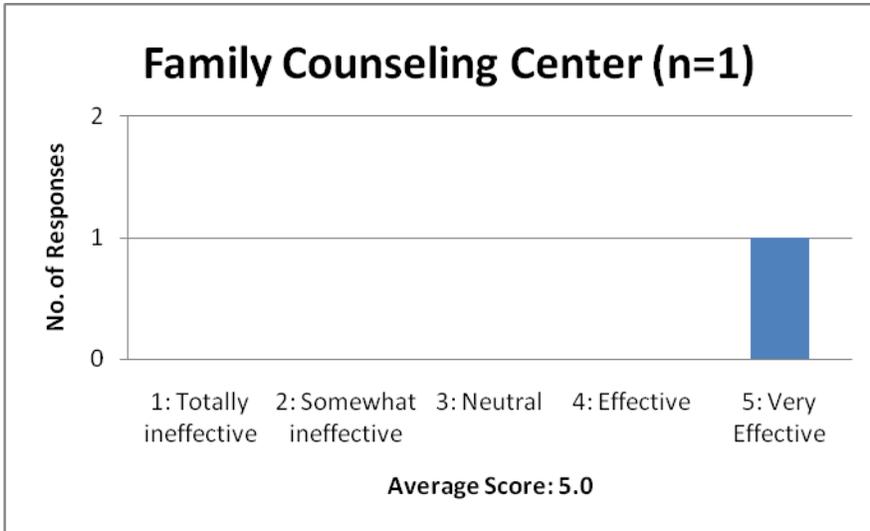
External Relationships: Moderate level of capacity in place

- The agency has built and leveraged some key relationships with relevant partners. The agency reports that they are well-known in the community and perceived as open and responsive to community needs.
- Results from the external relationship survey are as follows:

Please rate your overall satisfaction with your partnership with the agency.



Please rate your opinion of the effectiveness of each agency in the community.



Comments:

It is truly a pleasure to work with Family Counseling Center of Missouri. Their focus is always on the betterment of community members that are in need and they go out of their way to do what they can, especially in this time of financial difficulty. Family Counseling Center of Missouri, through their programs, is a key player in the success of offenders in the community, thereby significantly enhancing the safety of the community.

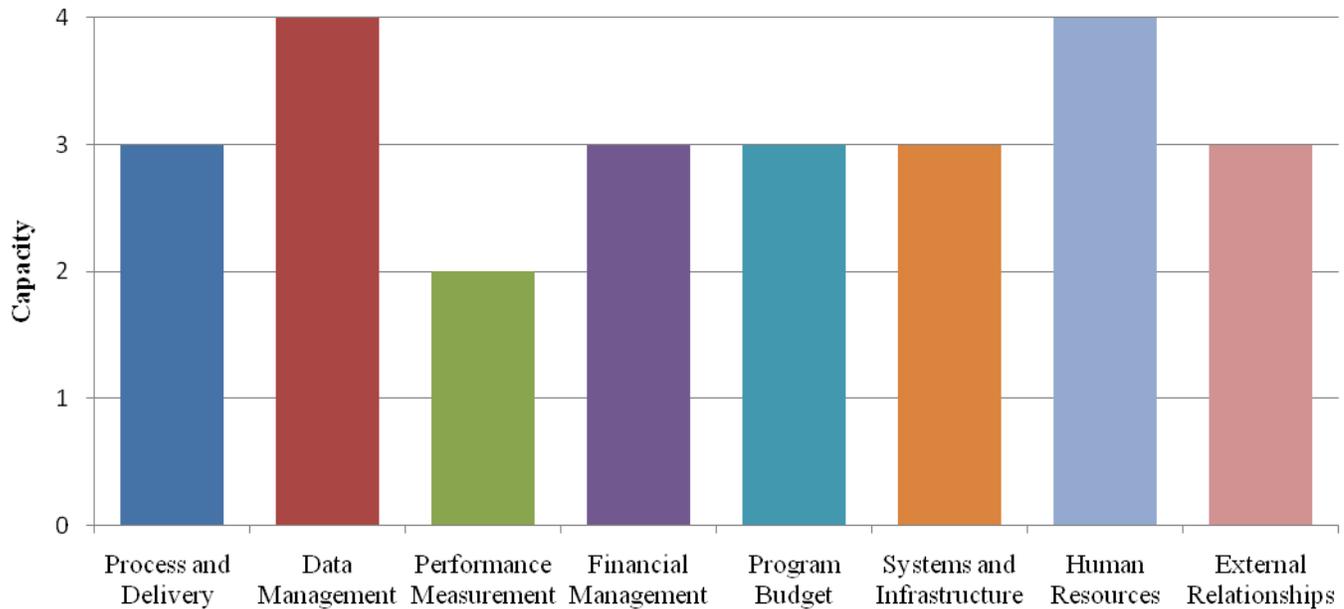
Checklists:

| Agency | Confidentiality | | | | | | | |
|--------------------------------------|-----------------|----------------|------------------|---------------------------|------------------|----------------------|----------------|------------------|
| | Password | Privacy filter | Back-up protocol | Confidentiality agreement | Regular training | Maintenance policies | Paper shredder | Secure recycling |
| Family Counseling Center of Missouri | Y | Y | Y | Y | Y | Y | Y | Y |

| Agency | Financial Management | | | | | | |
|--------------------------------------|----------------------|---------------------------|---------------------------------------|-----------------------|--------------------|----------|------------------|
| | Financial statement | Form 99N and annual audit | Process for transactions and payables | Controls and policies | Treasurer position | Training | External advisor |
| Family Counseling Center of Missouri | Y | Y | Y | Y | Y | Y | N |

| Agency | Network and Computer Systems | | | | | | | | | |
|--------------------------------------|------------------------------|-------------------------|------------------------|--------------------------|------------------------------|-------------------------|----------|--------------------------|-------------------------|------------------------------------|
| | Network | Non-networked computers | Administrator on staff | Contracted administrator | Back-up protocol for network | Back-up protocol for PC | MS Suite | Commercial Analytical SW | SW developed for agency | Funder provided data management SW |
| Family Counseling Center of Missouri | Y | N | Y | N | Y | Y | Y | Y | Y | Y |

Girl Scouts of the Missouri Heartland



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: Girl Scout Leadership Experience

Process and Delivery: Moderate level of capacity in place

- The agency has a solid, well-designed set of processes in place in core areas. Processes are known and accepted by many and often used to increase impact.
- The agency utilizes the best practices and curriculum of the Girl Scouts.
- The agency gets feedback from participants through some age specific surveys and evaluations and participants are encouraged to contact council members with feedback.
- The agency has encountered barriers related to recruiting and maintaining adult volunteers, and competition for girls' time through other programs and activities.
- Agency communicates information about processes and program delivery to the board of directors on a continual basis.
- The agency utilizes schools and other locations that are ADA compliant for the delivery of programs.

Data Management: High level of capacity in place

- The agency has a system for data collection, management, and reporting.
- The agency ensures the confidentiality of the data collected by utilizing password protected computers, and utilizing a back up protocol for collected data. Agency employees sign a confidentiality agreement when they are hired and participate in ongoing training for confidentiality. The agency has policies for records maintenance and utilizes paper shredders and secure recycling to dispose of secure documents.
- The agency ensures the reliability of the data by providing training and ensuring familiarity with the systems to staff entering data.
- The agency ensures the validity of the data by developing data logs based on the outputs and outcomes the agency has proposed to measure. The agency double checks data to ensure accuracy.

Performance Measures: Basic level of capacity in place

- The agency has developed outputs and outcomes that are reasonable and obtainable. The agency also has outcomes developed by the national organization.
- The agency does not have a system in place to track individual success at achieving national outcomes.

Financial Management: Moderate level of capacity in place

- Agency has formal internal controls governing all financial operations.
- The board of directors reviews and approves the organizations financial statements, Federal Form 990, and annual audit on a regular basis.
- The board has a treasurer position that plays an active role in financial management and oversight.

Program Budget: Moderate level of capacity in place

- The agency has a well-designed and informed program budget development process.
- The agency utilizes collected data to help guide program budget planning.

Systems and Infrastructure: Moderate level of capacity in place

- The agency's physical infrastructure is fully adequate for the current needs of the organization; infrastructure does not impede efficiency and effectiveness.
- The agency is using a network computer system, has a network administrator on staff, has network and PC back-up protocol, and utilizes software developed for their agency, commercial analytical software, and funder provided data management software.

Human Resources: High level of capacity in place

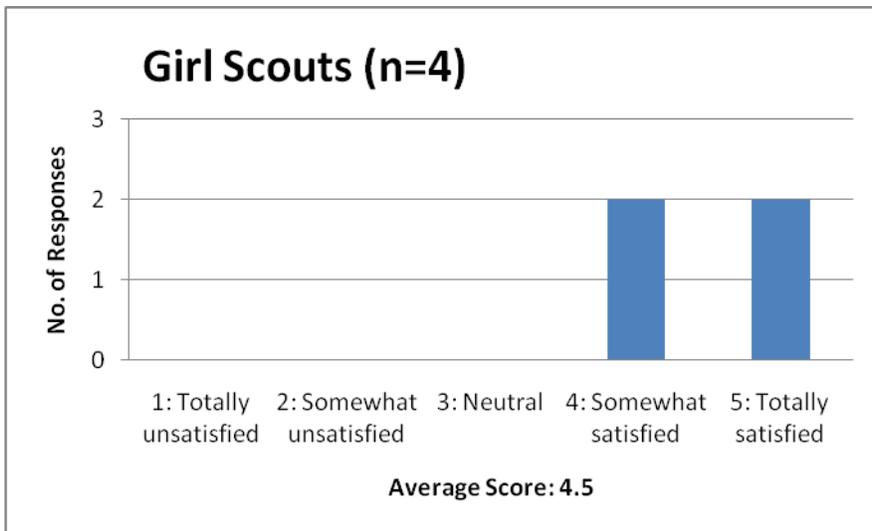
- The agency has the appropriate number of staff with a broad range of skills that are committed to the mission and vision of the organization

- The agency’s board provides direction, support, and accountability to the program goals. The board is fully informed of all major matters, and input and responses are actively sought and valued.
- The agency’s volunteers are capable and dedicated to the mission and vision of the organization. The volunteers are managed and contribute to the overall success of the organization.

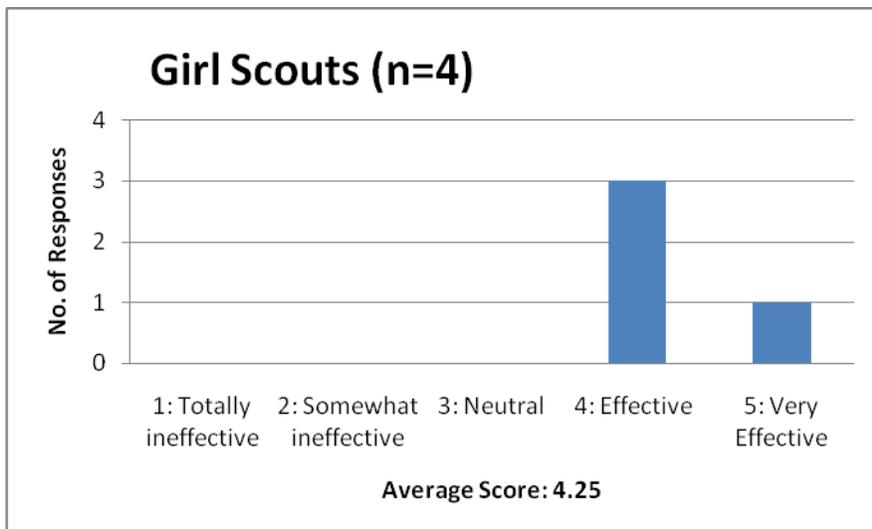
External Relationships: Moderate level of capacity in place

- The agency has built and leveraged some key relationships with relevant partners. The agency reports that they are well-known in the community and perceived as open and responsive to community needs.
- Results from the external relationship survey are as follows:

Please rate your overall satisfaction with your partnership with the agency.



Please rate your opinion of the effectiveness of each agency in the community.



Comments:

| |
|---|
| <p>For the past 11 years Girls Scouts have supported the programs sponsored by our agency by coming to the park on a weekly basis and provide activities for the attendees. Considering their main office is in Jeff City, I think they do a good job of being involved in various coalitions, etc. in the community.</p> |
| <p>Girl Scouts have a great product. Our girls loved it. We have trouble keeping it going because it needs volunteer leaders. If leaders could be paid to run the program I think more low-income girls would have an opportunity to participate. They all want to participate. We just can't keep the volunteers in place to make it work.</p> |
| <p>The Girl Scout Council has been wonderful to work with! They are very efficient and helpful in enrolling participants in our program, as well as advertising the event. Without their help, the program would not be nearly as successful as it is.</p> |
| <p>Students are able to participate in this organization and many of the meetings take place in our facilities.</p> |

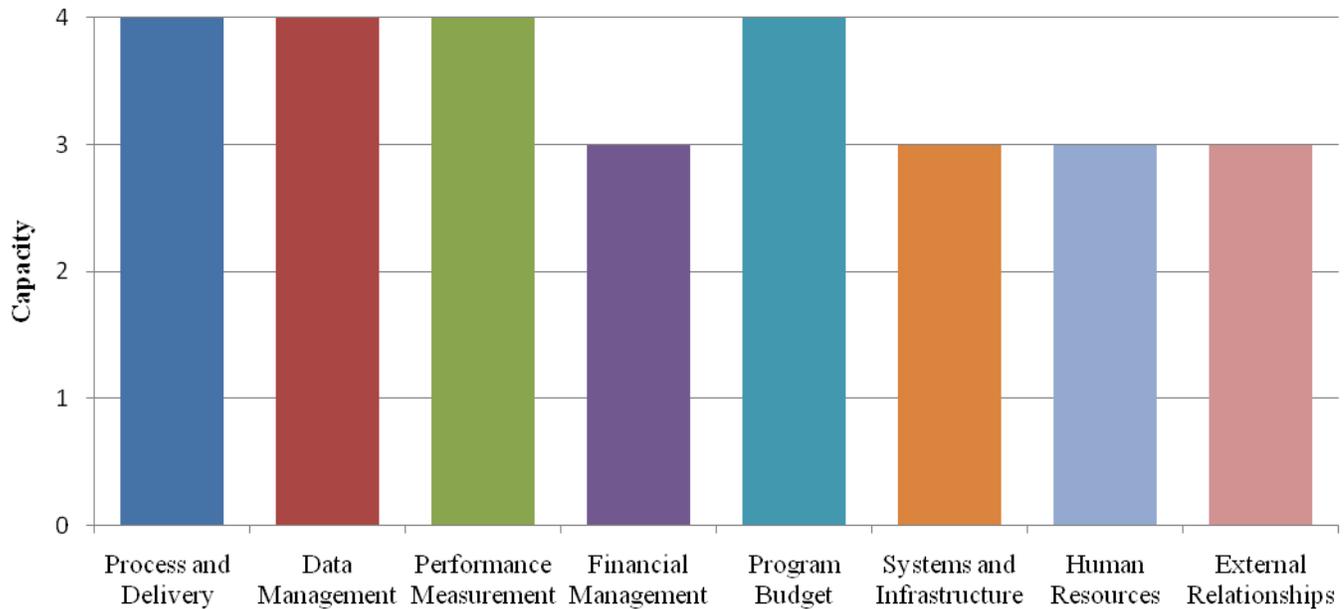
Checklists:

| Agency | Confidentiality | | | | | | | |
|---------------------------------------|-----------------|----------------|------------------|---------------------------|------------------|----------------------|----------------|------------------|
| | Password | Privacy filter | Back-up protocol | Confidentiality agreement | Regular training | Maintenance policies | Paper shredder | Secure recycling |
| Girl Scouts of the Missouri Heartland | Y | N | Y | Y | Y | Y | Y | Y |

| Agency | Financial Management | | | | | | |
|---------------------------------------|----------------------|---------------------------|---------------------------------------|-----------------------|--------------------|----------|------------------|
| | Financial statement | Form 99N and annual audit | Process for transactions and payables | Controls and policies | Treasurer position | Training | External advisor |
| Girl Scouts of the Missouri Heartland | Y | Y | Y | Y | Y | Y | Y |

| Agency | Network and Computer Systems | | | | | | | | | |
|---------------------------------------|------------------------------|-------------------------|------------------------|--------------------------|------------------------------|-------------------------|----------|--------------------------|-------------------------|------------------------------------|
| | Network | Non-networked computers | Administrator on staff | Contracted administrator | Back-up protocol for network | Back-up protocol for PC | MS Suite | Commercial Analytical SW | SW developed for agency | Funder provided data management SW |
| Girl Scouts of the Missouri Heartland | Y | Y | Y | Y | Y | Y | Y | Y | Y | N |

Great Circle - Boys and Girls Town of 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: Transitional Living Program
 Central Missouri Campus

Process and Delivery: High level of capacity in place

- The agency has a robust, lean, well-designed set of processes in place in all areas. Processes are widely known, used and accepted and are key to ensuring full impact of the organization.
- The agency is licensed and utilizes traditional clinic services and other model programs.
- The agency conducts client and referral surveys at in-take, quarterly, and disenrollment. The agency also has message boards on the website to allow clients to provide feedback.
- The agency has encountered barriers related to funding issues and economic barriers for the agency and families looking for assistance.
- Agency communicates information about processes and program delivery to the board of directors on a continual basis.
- The agency has determined they are ADA compliant based on licensing inspections on the state level and local compliance checks.

Data Management: High level of capacity in place

- The agency has a system for data collection, management, and reporting.
- The agency ensures the confidentiality of the data collected by utilizing password protected computers, and utilizing a back up protocol for collected data. Agency employees sign a confidentiality agreement when they are hired and participate in ongoing training for confidentiality. The agency has policies for records maintenance and utilizes paper shredders to destroy secure documents.
- The agency ensures the reliability of the data by providing the same instructions of survey completion and data collection. The agency also has a quality assurance department to oversee data maintenance.
- 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 system to peer review records and the Executive Director review all reports.

Performance Measures: High 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.
- Performance measured and progress tracked; agency regularly collects data on program activities, and utilizes tools and assessments to determine the impact of their programs.

Financial Management: Moderate level of capacity in place

- Agency has formal internal controls governing all financial operations.
- The board of directors reviews and approves the organizations financial statements, Federal Form 990, and annual audit on a regular basis.
- The board has a finance committee that plays an active role in financial management and oversight.

Program Budget: High level of capacity in place

- The agency has a well-designed and informed program budget development process.
- The agency utilizes performance measurement data to help guide program budget planning.

Systems and Infrastructure: Moderate level of capacity in place

- The agency's physical infrastructure is fully adequate for the current needs of the organization, infrastructure does not impede efficiency and effectiveness. The agency recently completed renovations and are at ideal capacity.
- The agency is using a network computer system, contracts with a network administrator on staff, has network and PC back-up protocol, and utilizes software developed for their agency and funder provided data management software.

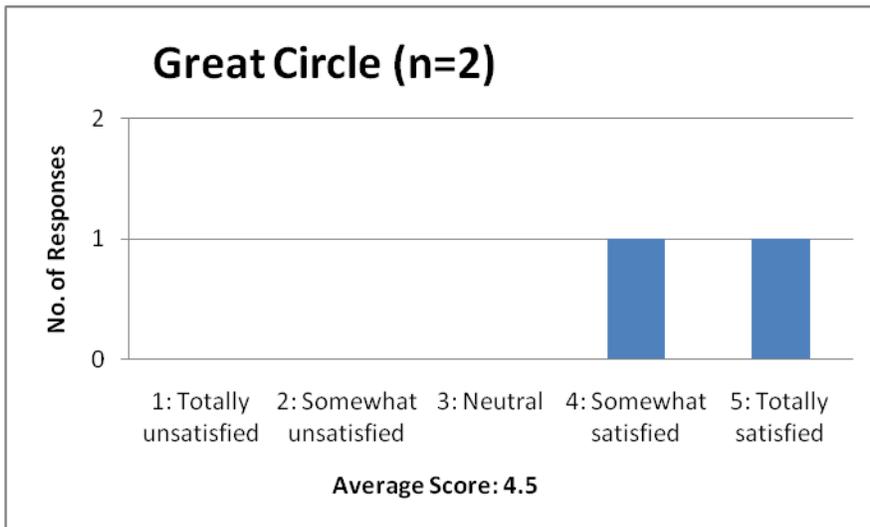
Human Resources: Moderate level of capacity in place

- The agency has the appropriate number of staff with a broad range of skills that are committed to the mission and vision of the organization.
- The agency’s board provides direction, support, and accountability to the program goals. The board is fully informed of all major matters, and input and responses are actively sought and valued.
- The agency’s volunteers are capable and dedicated to the mission and vision of the organization. . The volunteers are managed and provide assistance to the organization.

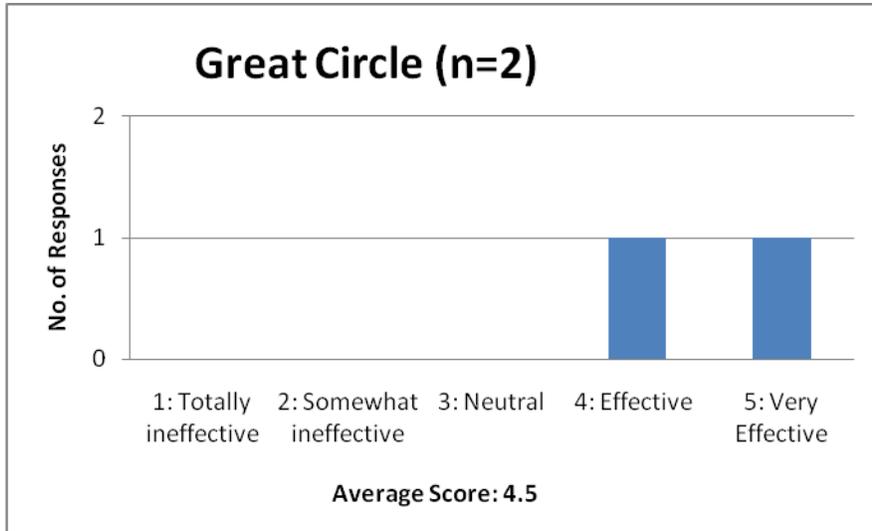
External Relationships: Moderate level of capacity in place

- The agency has built and leveraged some key relationships with relevant partners. The agency reports that they are well-known in the community and perceived as open and responsive to community needs.
- Results from the external relationship survey are as follows:

Please rate your overall satisfaction with your partnership with the agency.



Please rate your opinion of the effectiveness of each agency in the community.



Comments:

I believe they do a wonderful job with the children they take care of. I do wish they had more funding and resources to provide a wider variety of services.

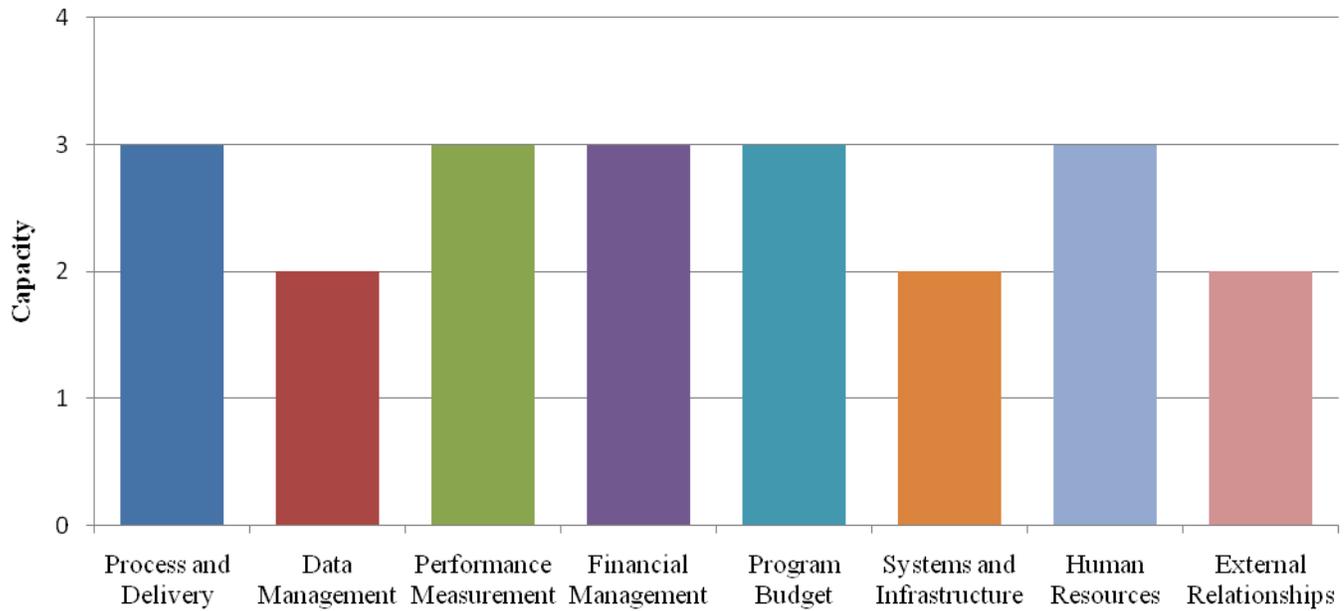
Checklists:

| Agency | Confidentiality | | | | | | | |
|--------------|-----------------|----------------|------------------|---------------------------|------------------|----------------------|----------------|------------------|
| | Password | Privacy filter | Back-up protocol | Confidentiality agreement | Regular training | Maintenance policies | Paper shredder | Secure recycling |
| Great Circle | Y | N | Y | Y | Y | Y | Y | Y |

| Agency | Financial Management | | | | | | |
|--------------|----------------------|---------------------------|---------------------------------------|-----------------------|--------------------|----------|------------------|
| | Financial statement | Form 99N and annual audit | Process for transactions and payables | Controls and policies | Treasurer position | Training | External advisor |
| Great Circle | Y | Y | Y | Y | Y | Y | Y |

| Agency | Network and Computer Systems | | | | | | | | | |
|--------------|------------------------------|-------------------------|------------------------|--------------------------|------------------------------|-------------------------|----------|--------------------------|-------------------------|------------------------------------|
| | Network | Non-networked computers | Administrator on staff | Contracted administrator | Back-up protocol for network | Back-up protocol for PC | MS Suite | Commercial Analytical SW | SW developed for agency | Funder provided data management SW |
| Great Circle | Y | Y | Y | Y | Y | Y | Y | Y | Y | Y |

Harrisburg Early Learning Center



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: Before and After School Program
 Summer Program
 Early Childhood Education Program
 Infant & Toddler Program

Process and Delivery: Moderate level of capacity in place

- The agency has a solid, well-designed set of processes in place in core areas. Processes are known and accepted by many and often used to increase impact.
- The agency uses a State approved curriculum for service delivery.
- The agency conducts an online survey of parents with a very high response rate. Agency has an open door policy for all feedback.
- The agency has encountered barriers related to economic barriers, some families have disenrolled because of financial constraints, serving a rural area limits their reach.
- Agency communicates information about processes and program delivery to the board of directors on a continual basis.
- The agency has determined they are ADA compliant based on building codes and inspections.

Data Management: Basic level of capacity in place

- The agency has a basic system for data collection, management, and reporting.
- The agency ensures the confidentiality of the data collected by utilizing password protected computers, and utilizing a back up protocol for collected data. Agency employees sign a confidentiality agreement when they are hired but do not participate in ongoing training for confidentiality. The agency has policies for records maintenance and utilizes paper shredders to destroy secure documents.
- The agency ensures reliability and validity by providing the survey to all parents and collects data anonymously. The agency double checks data to ensure accuracy.

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.
- Performance measured and progress tracked; agency regularly collects data on program activities, and utilizes public school information to support outcome tracking.

Financial Management: Moderate level of capacity in place

- Agency has formal internal controls governing all financial operations.
- The board of directors reviews and approves the organizations financial statements, Federal Form 990, and annual audit on a regular basis.
- The board has a treasurer position that plays an active role in financial management and oversight.

Program Budget: Moderate level of capacity in place

- The agency has a simple and adequate process for program budget development.
- The agency occasionally utilizes performance measurement data to help guide program budget planning.

Systems and Infrastructure: Basic level of capacity in place

- The agency's physical infrastructure is adequate for the current needs of the organization; infrastructure does not impede efficiency and effectiveness. A recent expansion has helped with space.
- The agency uses non-networked computers, contracts with a network administrator and has PC back-up protocol, and utilizes the Microsoft Office Suite.

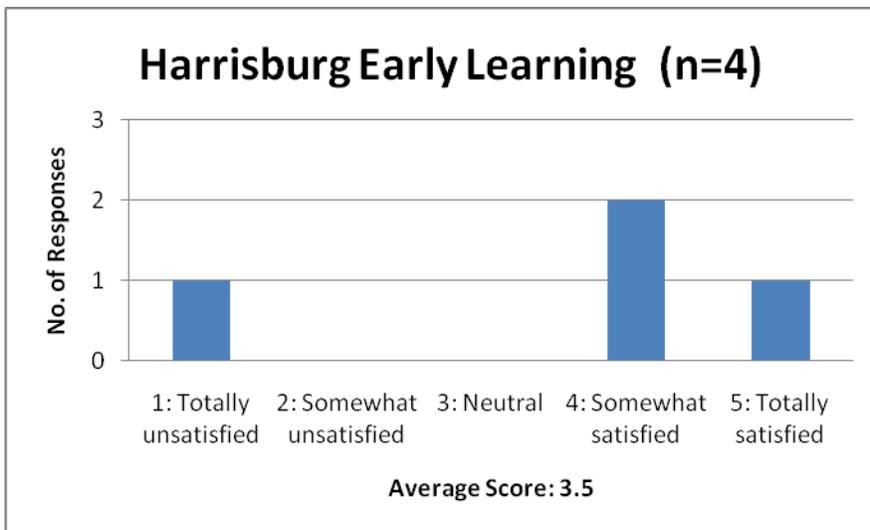
Human Resources: Moderate level of capacity in place

- The agency struggles with staffing levels. Changing enrollment numbers make it hard to promptly anticipate staffing needs.
- The agency’s board provides direction, support, and accountability to the program goals. The board is fully informed of all major matters, and input and responses are actively sought and valued.
- The agency’s volunteers are capable and dedicated to the mission and vision of the organization.

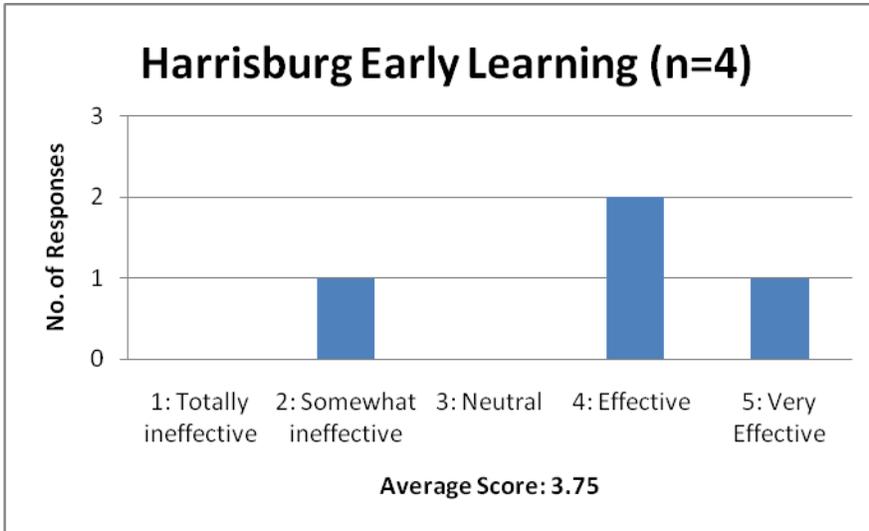
External Relationships: Basic level of capacity in place

- The agency has built and leveraged some key relationships with relevant partners. The agency reports that they are well-known in the community and perceived as open and responsive to community needs.
- Results from the external relationship survey are as follows:

Please rate your overall satisfaction with your partnership with the agency.



Please rate your opinion of the effectiveness of each agency in the community.



Comments:

The new director has made improvements in the overall quality of the program. However, she does not have the authority she needs to make this a high quality program. Financial and board management hinders the ability to take this program to the next level will not occur. Some individuals have not demonstrated a true commitment to early childhood education, they can talk the talk, but when it comes time to implement real changes nothing happens.*

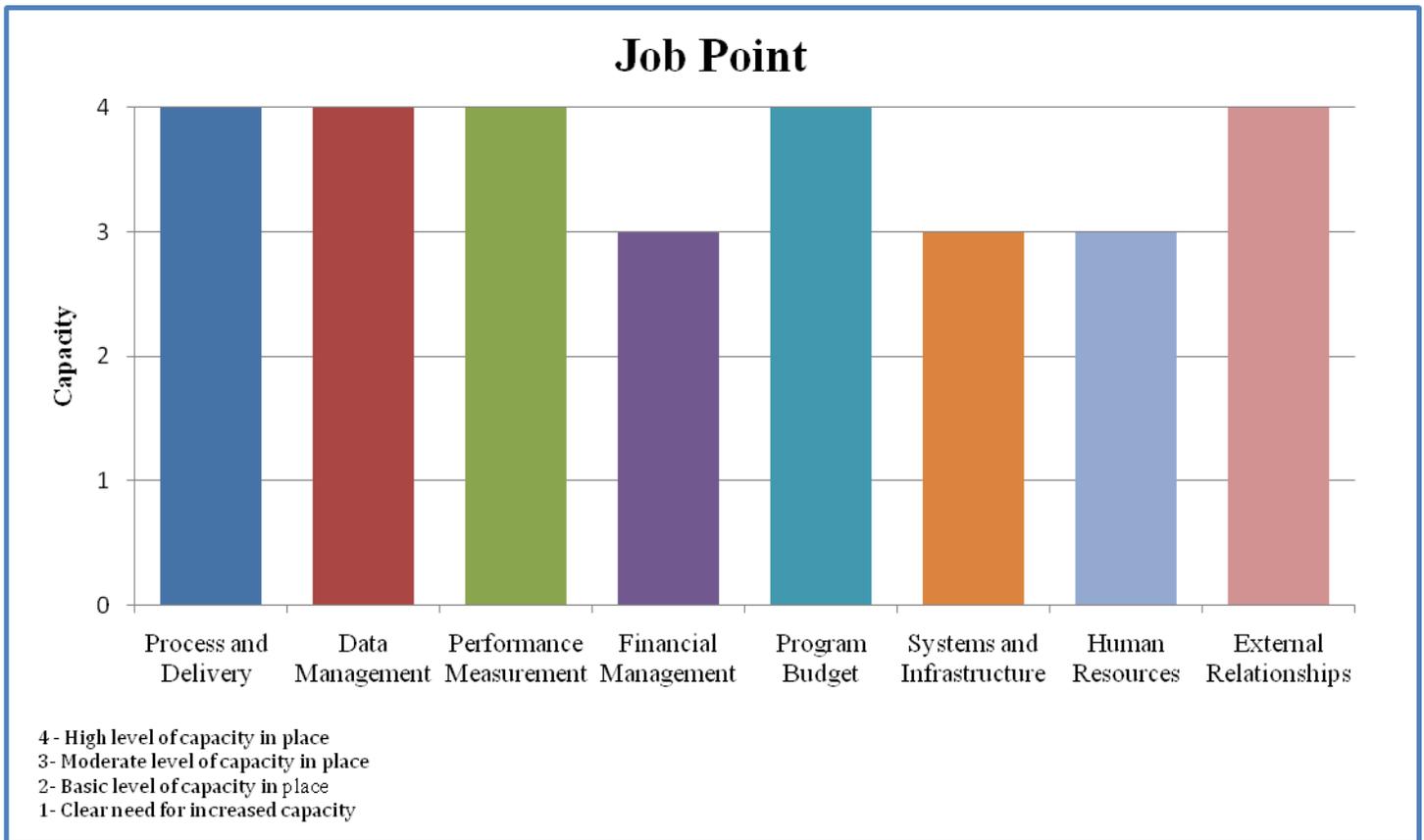
*Some names have been removed from comments.

Checklists:

| Agency | Confidentiality | | | | | | | |
|----------------------------------|-----------------|----------------|------------------|---------------------------|------------------|----------------------|----------------|------------------|
| | Password | Privacy filter | Back-up protocol | Confidentiality agreement | Regular training | Maintenance policies | Paper shredder | Secure recycling |
| Harrisburg Early Learning Center | Y | N | Y | Y | N | Y | Y | N |

| Agency | Financial Management | | | | | | |
|----------------------------------|----------------------|---------------------------|---------------------------------------|-----------------------|--------------------|----------|------------------|
| | Financial statement | Form 99N and annual audit | Process for transactions and payables | Controls and policies | Treasurer position | Training | External advisor |
| Harrisburg Early Learning Center | Y | Y | Y | Y | Y | N | Y |

| Agency | Network and Computer Systems | | | | | | | | | |
|----------------------------------|------------------------------|-------------------------|------------------------|--------------------------|------------------------------|-------------------------|----------|--------------------------|-------------------------|------------------------------------|
| | Network | Non-networked computers | Administrator on staff | Contracted administrator | Back-up protocol for network | Back-up protocol for PC | MS Suite | Commercial Analytical SW | SW developed for agency | Funder provided data management SW |
| Harrisburg Early Learning Center | N | Y | N | N | N | Y | Y | N | N | N |



Programs: Youth Build

Process and Delivery: High level of capacity in place

- The agency has a robust, lean, well-designed set of processes in place in all areas. Processes are widely known, used and accepted and are key to ensuring full impact of the organization.
- The agency is accredited and standardized by Youth Build USA and utilizes the national model.
- The agency utilizes scorecards, partnering meetings, input questionnaires, and focus groups for feedback, and has a formal complaint and grievance policy.
- The agency has encountered barriers related a variety of family and environmental issues that their students face. A professional counselor has been added to assist with some of the challenges the youth are facing.
- Agency communicates information about processes and program delivery to the board of directors on a continual basis.
- The agency has determined they are ADA compliant based on an external evaluation that is done by independent surveyors every three years.

Data Management: High level of capacity in place

- The agency has a system for data collection, management, and reporting.
- The agency ensures the confidentiality of the data collected by utilizing password protected computers, and utilizing a back up protocol for collected data. Agency employees sign a confidentiality agreement when they are hired, and participate in ongoing training for confidentiality. The agency has policies for records maintenance and utilizes paper shredders to destroy secure documents.
- The agency ensures the reliability of the data by comparing the data to information from the previous quarter to identify and correct discrepancies when applicable.
- 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. Data is carefully reviewed and verified by the program director and the organization's Vice President prior to dissemination.

Performance Measures: High 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.
- Performance measured and progress tracked; agency regularly collects data on program activities, and utilizes tools and assessments to capture the impact of their programs.

Financial Management: Moderate level of capacity in place

- Agency has formal internal controls governing all financial operations.
- The board of directors reviews and approves the organizations financial statements, Federal Form 990, and annual audit on a regular basis.
- The board has a treasurer position that plays an active role in financial management and oversight.

Program Budget: High level of capacity in place

- The agency has a well-designed and informed program budget development process.
- The agency utilizes performance measurement data to help guide program budget planning.

Systems and Infrastructure: Moderate level of capacity in place

- The agency's physical infrastructure can be made to work well enough to suit the organizations most important and immediate needs; a number of improvements could greatly help increase effectiveness and efficiency. The agency is seeking to consolidate all local Columbia staff into one facility.
- The agency is using a network computer system, has a network administrator on staff, has network and PC back-up protocol, and utilizes software developed for their agency and funder provided data management software.

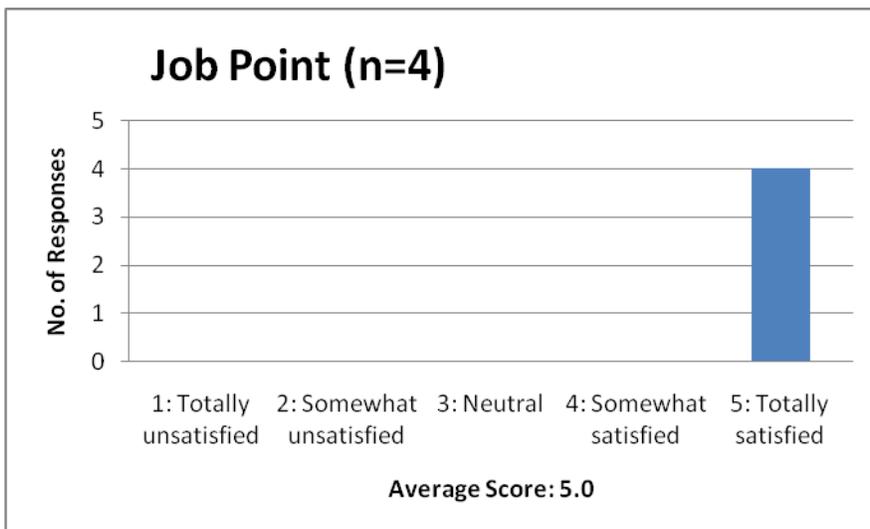
Human Resources: Moderate level of capacity in place

- The agency has the appropriate number of staff with a broad range of skills that are committed to the mission and vision of the organization.
- The agency’s board provides direction, support, and accountability to the program goals. The board is fully informed of all major matters, and input and responses are actively sought and valued.
- The agency’s volunteers are capable and dedicated to the mission and vision of the organization. The volunteers are managed and contribute to the overall success of the organization.

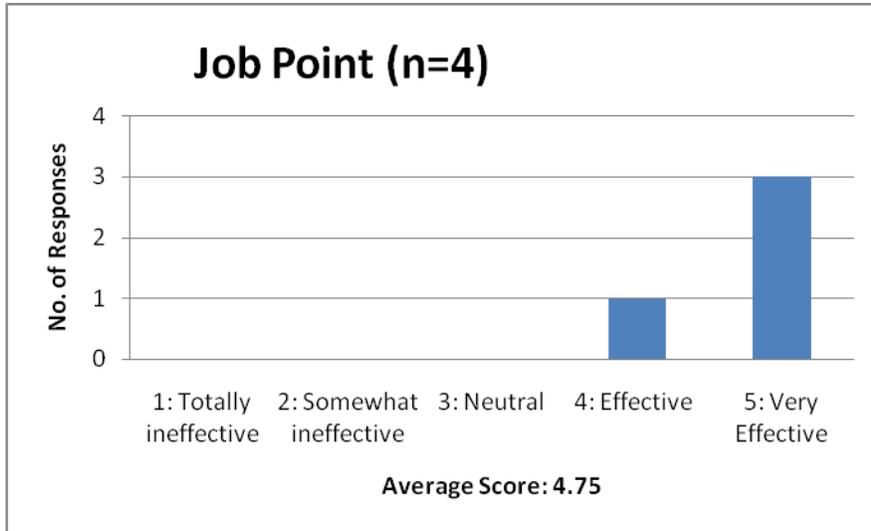
External Relationships: High level of capacity in place

- The agency has built and leveraged some key relationships with relevant partners. The agency reports that they are well-known in the community and perceived as open and responsive to community needs.
- Results from the external relationship survey are as follows:

Please rate your overall satisfaction with your partnership with the agency.



Please rate your opinion of the effectiveness of each agency in the community.



Comments:

| |
|---|
| Job Point has been a strong partner and we hope to strengthen this partnership and find additional ways to work together. |
| All of my experiences with Job Point have been very positive. Effectively serving their clients is always their first priority. When faced with changes in funding sources or other unexpected changes in programming they quickly adapt and continue to provide services with minimal downtime. It is a pleasure to work with Job Point. |
| Job Point provides many positive and effective vocational and educational services to our clients. |
| Well –established, organized, and results-based. |

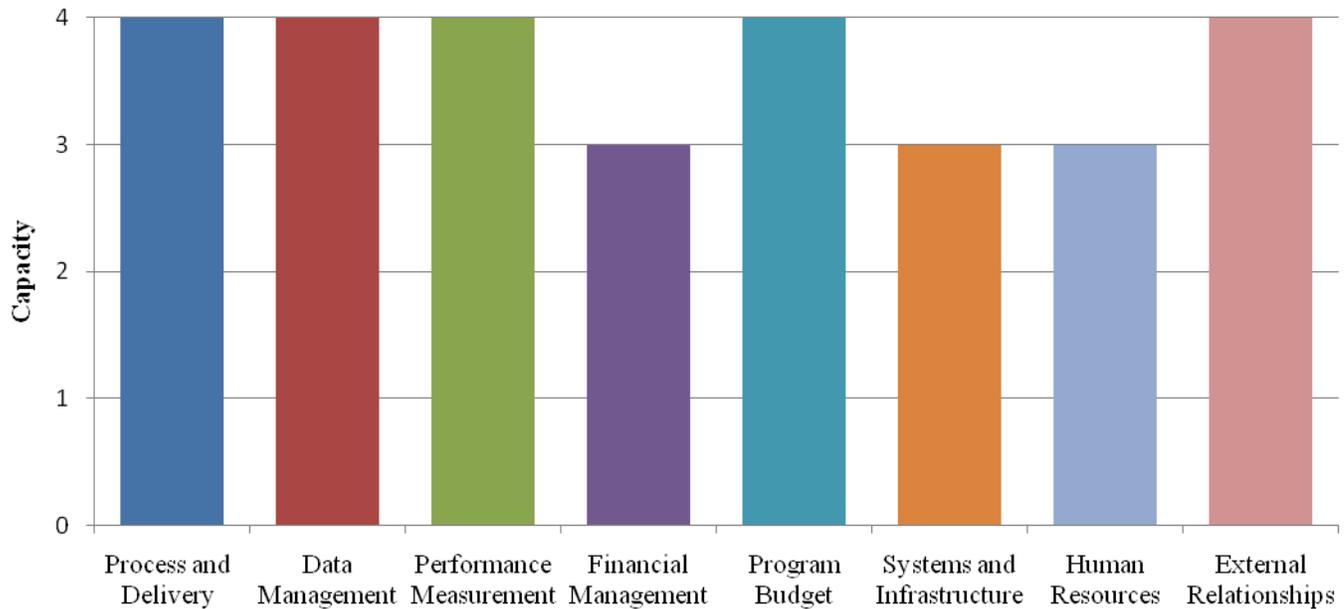
Checklists:

| Agency | Confidentiality | | | | | | | |
|-----------|-----------------|----------------|------------------|---------------------------|------------------|----------------------|----------------|------------------|
| | Password | Privacy filter | Back-up protocol | Confidentiality agreement | Regular training | Maintenance policies | Paper shredder | Secure recycling |
| Job Point | Y | Y | Y | Y | Y | Y | Y | Y |

| Agency | Financial Management | | | | | | |
|-----------|----------------------|---------------------------|---------------------------------------|-----------------------|--------------------|----------|------------------|
| | Financial statement | Form 99N and annual audit | Process for transactions and payables | Controls and policies | Treasurer position | Training | External advisor |
| Job Point | Y | Y | Y | Y | Y | N | Y |

| Agency | Network and Computer Systems | | | | | | | | | |
|-----------|------------------------------|-------------------------|------------------------|--------------------------|------------------------------|-------------------------|----------|--------------------------|-------------------------|------------------------------------|
| | Network | Non-networked computers | Administrator on staff | Contracted administrator | Back-up protocol for network | Back-up protocol for PC | MS Suite | Commercial Analytical SW | SW developed for agency | Funder provided data management SW |
| Job Point | Y | Y | Y | Y | Y | Y | Y | Y | Y | Y |

Lutheran Family and Children's Services



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: Resource Parents
 Birthparent Programs

Process and Delivery: High level of capacity in place

- The agency has a robust, lean, well-designed set of processes in place in all areas. Processes are widely known, used and accepted and are key to ensuring full impact of the organization.
- The agency utilizes a parenting curriculum with participants. The agency has an affiliation with the statewide Lutheran Family and Children's Services.
- The agency conducts a satisfaction survey every three to six months.
- The agency has encountered barriers related to the labor intensive model of the program, and economic limitations on staffing force the agency to turn participants away.
- The agency has a local advisory board and an operating board out of St. Louis. The agency communicates information about processes and program delivery to both the advisory board of directors and the operating board on a continual basis.
- The agency has determined they are ADA compliant based on building inspections and confirmation from the landlord.

Data Management: High level of capacity in place

- The agency has a system for data collection, management, and reporting.
- The agency ensures the confidentiality of the data collected by utilizing password protected computers, and utilizing a back up protocol for collected data. Agency employees sign a confidentiality agreement when they are hired and participate in ongoing training for confidentiality. The agency has policies for records maintenance and utilizes paper shredders and secure recycling to dispose of secure documents.
- The agency ensures the reliability of the data by providing the same instructions in client satisfaction surveys, and training staff on the data collection systems.
- 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 provides the survey to all clients on a regular basis. The data manager double checks data to ensure accuracy.

Performance Measures: High 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.
- Performance measured and progress tracked; agency regularly collects data on program activities and utilizes tools and evaluations to assess impact of programs.

Financial Management: Moderate level of capacity in place

- Agency has formal internal controls governing all financial operations.
- The board of directors reviews and approves the organizations financial statements, Federal Form 990, and annual audit on a regular basis.
- The board has a financial manager and executive committees that play an active role in financial management and oversight.

Program Budget: High level of capacity in place

- The agency has a well-designed and informed program budget development process.
- The agency utilizes performance measurement data to help guide program budget planning.

Systems and Infrastructure: Moderate level of capacity in place

- The agency's physical infrastructure is adequate for the current needs of the organization; infrastructure does not impede efficiency and effectiveness.
- The agency is using a network computer system, contracts with a network administrator on an on-going basis, has network and PC back-up protocol, and utilizes software developed for their agency and funder provided data management software.

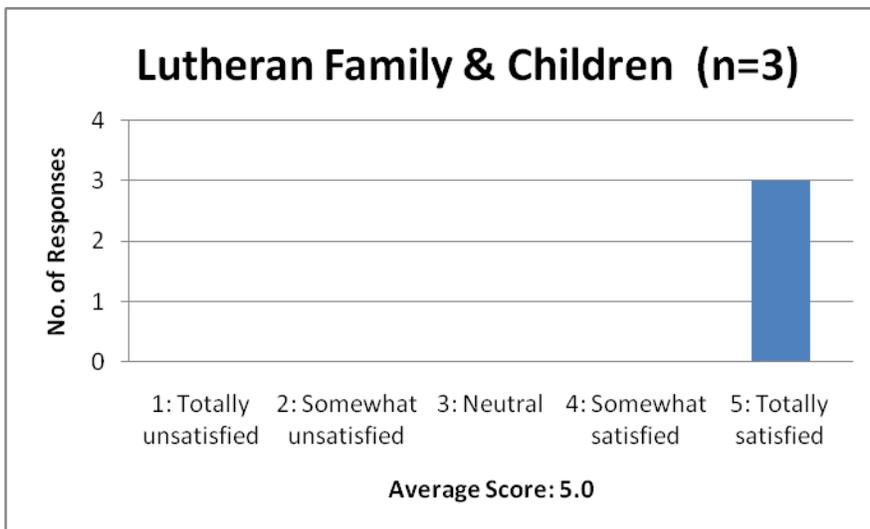
Human Resources: High level of capacity in place

- The agency has an adequate number of staff with a broad range of skills that are committed to the mission and vision of the organization. The organization’s staff is at full capacity with their caseloads and has to turn away clients because of lack of staff.
- The agency’s operating board provides direction, support, and accountability to the program goals. The board is fully informed of all major matters, and input and responses are actively sought and valued.
- The agency’s volunteers are capable and dedicated to the mission and vision of the organization. The volunteers are managed and contribute to the overall success of the organization.

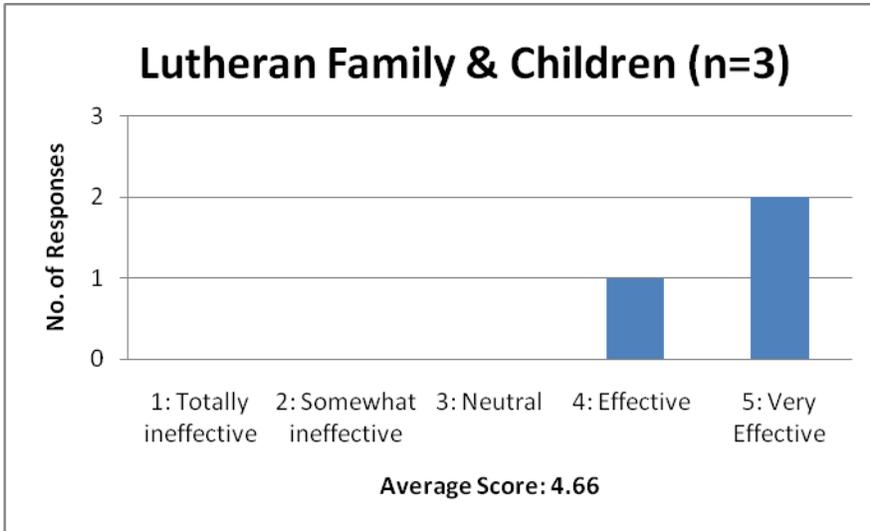
External Relationships: High level of capacity in place

- The agency has built and leveraged some key relationships with relevant partners. The agency reports that they are well-known in the community and perceived as open and responsive to community needs.
- Results from the external relationship survey are as follows:

Please rate your overall satisfaction with your partnership with the agency.



Please rate your opinion of the effectiveness of each agency in the community.



Comments:

Exceptional leadership at LFCS and dedicated social workers who truly value each client.

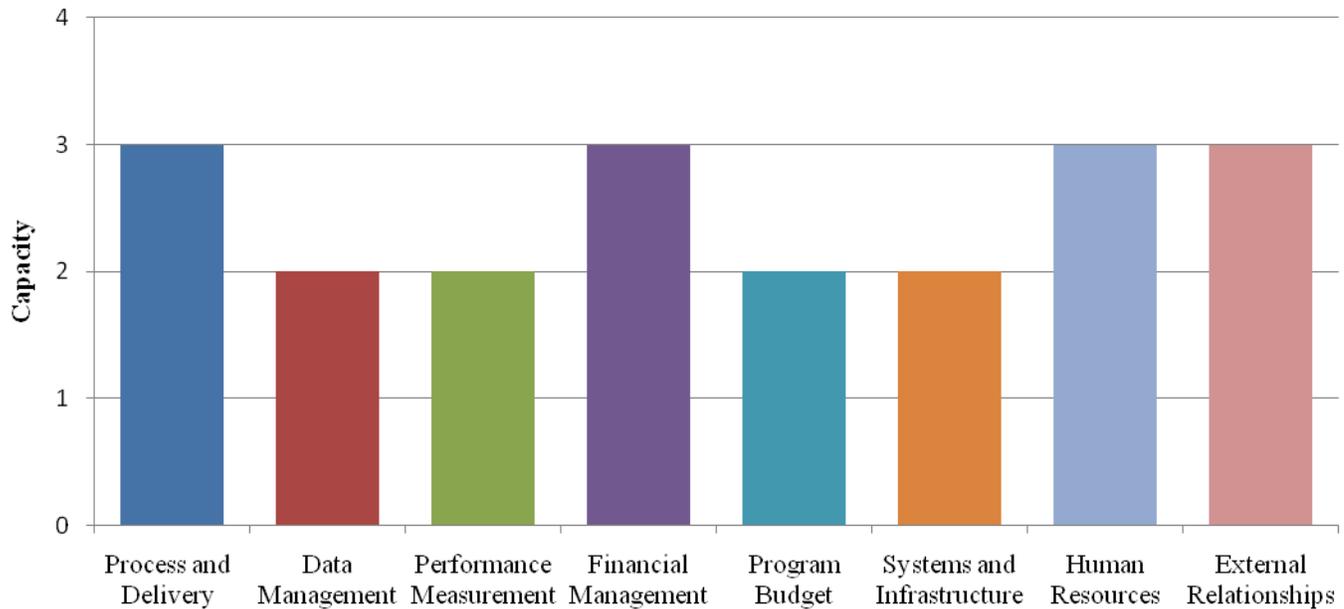
Checklists:

| Agency | Confidentiality | | | | | | | |
|---|-----------------|----------------|------------------|---------------------------|------------------|----------------------|----------------|------------------|
| | Password | Privacy filter | Back-up protocol | Confidentiality agreement | Regular training | Maintenance policies | Paper shredder | Secure recycling |
| Lutheran Family and Children's Services | Y | Y | Y | Y | Y | Y | Y | Y |

| Agency | Financial Management | | | | | | |
|---|----------------------|---------------------------|---------------------------------------|-----------------------|--------------------|----------|------------------|
| | Financial statement | Form 99N and annual audit | Process for transactions and payables | Controls and policies | Treasurer position | Training | External advisor |
| Lutheran Family and Children's Services | Y | Y | Y | Y | Y | Y | Y |

| Agency | Network and Computer Systems | | | | | | | | | |
|---|------------------------------|-------------------------|------------------------|--------------------------|------------------------------|-------------------------|----------|--------------------------|-------------------------|------------------------------------|
| | Network | Non-networked computers | Administrator on staff | Contracted administrator | Back-up protocol for network | Back-up protocol for PC | MS Suite | Commercial Analytical SW | SW developed for agency | Funder provided data management SW |
| Lutheran Family and Children's Services | Y | N | Y | N | Y | Y | Y | N | N | N |

Mary Lee Johnston Community Learning Center



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: Early Childhood Education Program

Process and Delivery: Moderate level of capacity in place

- The agency has a solid, well-designed set of processes in place in core areas. Processes are known and accepted by many and often used to increase impact.
- The agency is accredited and standardized by the state of Missouri and follows the High Scope Curriculum.
- The agency conducts an annual parent survey and has parent/teacher conferences. All feedback is addressed with teachers in team meetings.
- The agency has encountered barriers related to staffing and maintaining a 4:1 child to teacher ratio through 36 months. Hard economic times for families are also a challenge that the program faces.
- The agency communicates information about processes and program delivery to the board of directors on a continual basis.
- The agency has determined they are ADA compliant based on previous building inspection and recent renovations.

Data Management: Basic level of capacity in place

- The agency has a basic system for data collection, management, and reporting.
- The agency ensures the confidentiality of the data collected by utilizing password protected computers, and utilizing a back up protocol for collected data. Agency employees sign a confidentiality agreement when they are hired and participate in ongoing training for confidentiality. The agency has policies for records maintenance and utilizes paper shredders to destroy secure documents.
- The agency ensures the reliability and validity of the data providing the parent survey to all parents and double checking inputted data to ensure accuracy.

Performance Measures: Basic level capacity in place

- The agency has developed outputs that are reasonable and obtainable, but does not have outcome projections.
- The agency occasionally utilizes performance measures to help guide programming by looking at trends and identifying changes in need.
- The agency regularly collects data on program activities, but does not have tools for collecting impact and outcome data.

Financial Management: Moderate level of capacity in place

- Agency has formal internal controls governing all financial operations.
- The board of directors reviews and approves the organizations financial statements, Federal Form 990, and annual audit on a regular basis.
- The board has a treasurer position that plays an active role in financial management and oversight.

Program Budget: Basic level of capacity in place

- The agency has a simple and adequate process for program budget development.
- The agency has limited use of collected data to help guide program budget planning.

Systems and Infrastructure: Basic level of capacity in place

- The agency's physical infrastructure is adequate for the current needs of the organization; infrastructure does not impede efficiency and effectiveness. The agency has identified the need to improve their parking facilities.
- The agency is using a non-networked computer system, has PC back-up protocol.

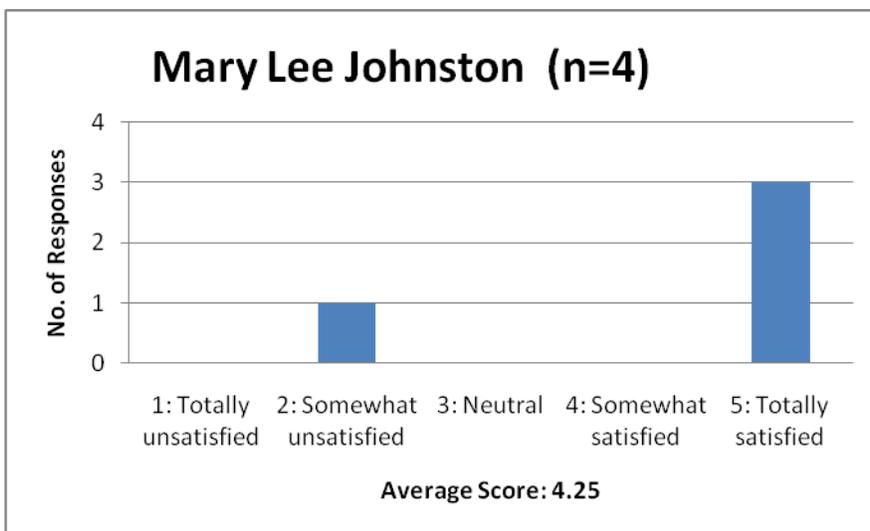
Human Resources: Moderate level of capacity in place

- The agency has the appropriate number of staff with a broad range of skills that are committed to the mission and vision of the organization. The agency provides highly informative staffing training and opens it up to other community organizations.
- The agency’s board provides direction, support, and accountability to the program goals. The board is fully informed of all major matters, and input and responses are actively sought and valued.
- The agency’s volunteers are capable and dedicated to the mission and vision of the organization. The volunteers are managed and contribute to the overall success of the organization.

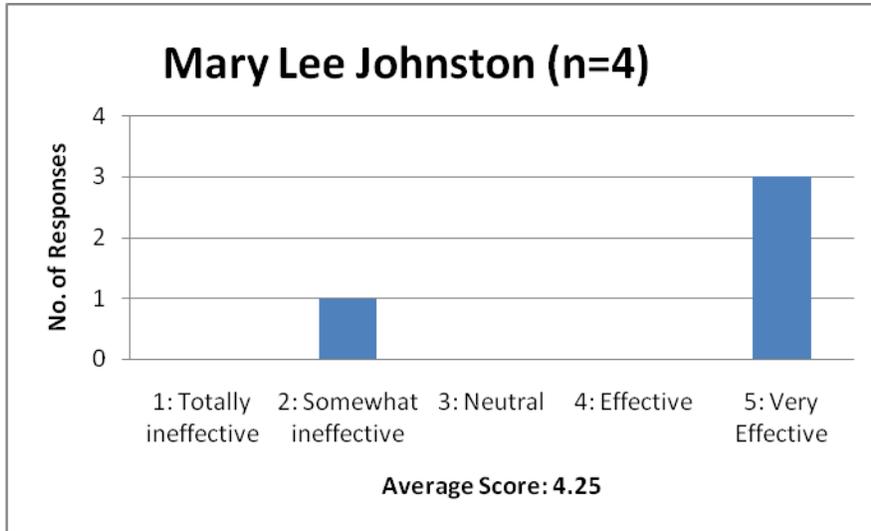
External Relationships: Moderate level of capacity in place

- The agency has built and leveraged some key relationships with relevant partners. The agency reports that they are well-known in the community and perceived as open and responsive to community needs.
- Results from the external relationship survey are as follows:

Please rate your overall satisfaction with your partnership with the agency.



Please rate your opinion of the effectiveness of each agency in the community.



Comments:

- Meg Bartlett is a wonderful director, very consciousness of the children’s needs, parent’s needs, and community’s needs. She has a good understanding of the resources out the in the community and how to collaborate with other community partnerships.
- This group provides a childcare service that is VERY MUCH needed in Columbia for lower income families. Meg Bartlett is a great director and has a very supportive staff. As a board member we are always trying to expand services provided by this agency. We appreciate the support given by the agencies sending out this survey.
- Meg Bartlett does a wonderful job of connecting with the families in this program. She is committed to a continual improvement process for this program and does all she can to motivate her staff as well.

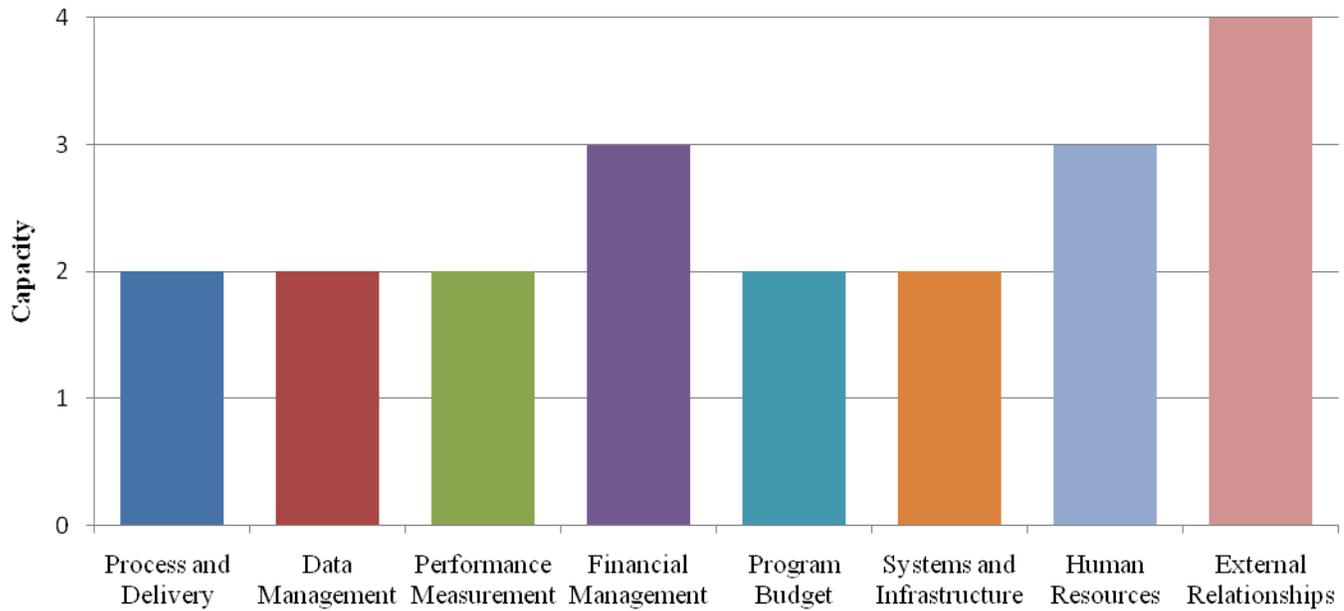
Checklists:

| Agency | Confidentiality | | | | | | | |
|---|-----------------|----------------|------------------|---------------------------|------------------|----------------------|----------------|------------------|
| | Password | Privacy filter | Back-up protocol | Confidentiality agreement | Regular training | Maintenance policies | Paper shredder | Secure recycling |
| Mary Lee Johnston Community Learning Center | Y | N | Y | Y | Y | Y | Y | N |

| Agency | Financial Management | | | | | | |
|---|----------------------|---------------------------|---------------------------------------|-----------------------|--------------------|----------|------------------|
| | Financial statement | Form 99N and annual audit | Process for transactions and payables | Controls and policies | Treasurer position | Training | External advisor |
| Mary Lee Johnston Community Learning Center | Y | Y | Y | Y | Y | N | Y |

| Agency | Network and Computer Systems | | | | | | | | | |
|---|------------------------------|-------------------------|------------------------|--------------------------|------------------------------|-------------------------|----------|--------------------------|-------------------------|------------------------------------|
| | Network | Non-networked computers | Administrator on staff | Contracted administrator | Back-up protocol for network | Back-up protocol for PC | MS Suite | Commercial Analytical SW | SW developed for agency | Funder provided data management SW |
| Mary Lee Johnston Community Learning Center | N | Y | N | N | Y | Y | N | N | N | N |

Nora Stewart Community Learning Center



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: Early Childhood Education Program

Process and Delivery: Basic level of capacity in place

- The agency has a set of processes in place in core areas. Processes are known and accepted by staff, administration, and board.
- The agency does not utilize any best practices in service delivery.
- The agency conducts an annual parent survey that is handed out and returned anonymously.
- The agency has encountered barriers related to enrollment issues, planning, and economic barriers.
- Agency communicates information about processes and program delivery to the board of directors on a continual basis.
- The agency has determined they are ADA compliant based on building inspections.

Data Management: Basic level of capacity in place

- The agency has a basic system for data collection, management, and reporting.
- The agency ensures the confidentiality of the data collected by utilizing password protected computers, and utilizing a back up protocol for collected data. Agency employees sign a confidentiality agreement when they are hired but do not participate in ongoing training for confidentiality. The agency has policies for records maintenance and utilizes paper shredders to destroy secure documents.
- The agency does not have data collection systems that ensure the validity or reliability of the data collected.

Performance Measures: Basic level of capacity in place

- The agency has developed outputs and outcomes that are reasonable and obtainable.
- Performance measured and progress tracked; agency regularly collects data on program activities and feedback from parents.

Financial Management: Moderate level of capacity in place

- Agency has formal internal controls governing all financial operations.
- The board of directors reviews and approves the organizations financial statements, Federal Form 990, and annual audit on a regular basis.
- The board has a treasurer position that plays an active role in financial management and oversight.

Program Budget: Basic level of capacity in place

- The agency has a simple and adequate process for program budget development.
- The agency has limited use of collected data to help guide program budget planning.

Systems and Infrastructure: Basic level of capacity in place

- The agency's physical infrastructure is adequate for the current needs of the organization; infrastructure does not impede efficiency and effectiveness.
- The agency uses non-networked computers, has PC back-up protocol, and utilizes the Microsoft Office Suite.

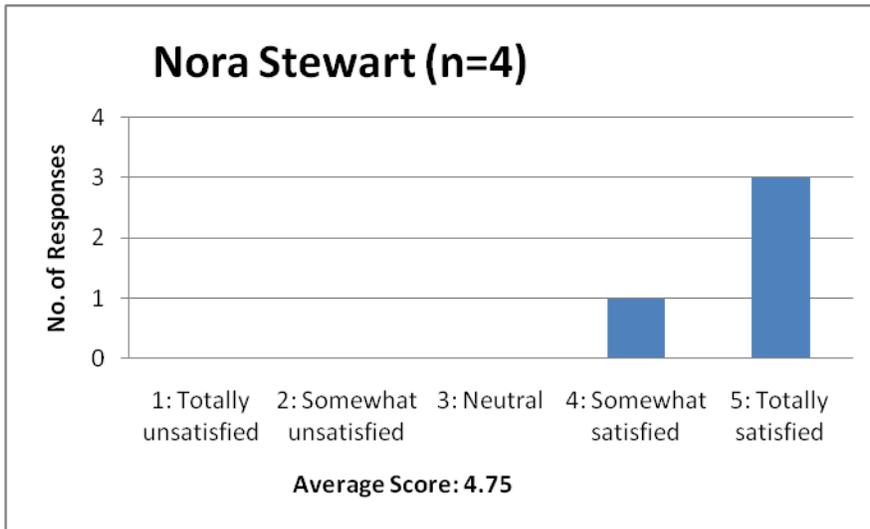
Human Resources: Moderate level of capacity in place

- The agency has recently had some reduction of staff due to layoffs, but will be looking to hire soon.
- The agency's board provides direction, support, and accountability to the program goals. The board is fully informed of all major matters, and input and responses are actively sought and valued.
- The agency's volunteers are capable and dedicated to the mission and vision of the organization.

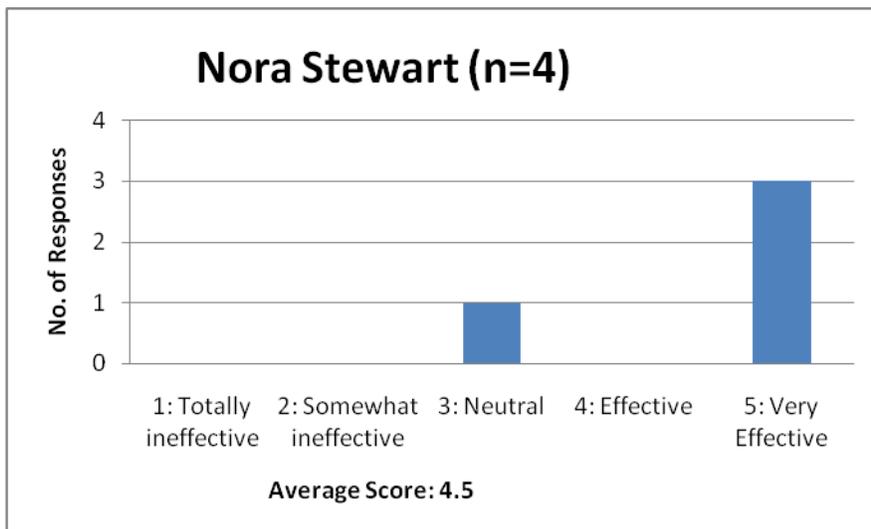
External Relationships: High level of capacity in place

- The agency has built and leveraged some key relationships with relevant partners. The agency reports that they are well-known in the community and perceived as open and responsive to community needs.
- Results from the external relationship survey are as follows:

Please rate your overall satisfaction with your partnership with the agency.



Please rate your opinion of the effectiveness of each agency in the community.



Comments:

| |
|---|
| Nora Stewart is generally administratively responsive. The services for children they provide are critical to early development and future success. Childcare Centers do not have as many opportunities for capacity building and professional development as some of the other Nonprofits, the board should continue to develop their fundraising efforts and staff development opportunities. |
| This agency has made tremendous strides in the past few years. There has been an increase in professionalism and the quality of care provided to children and families. Nora Stewart Early Learning Center provides a needed service in the central/downtown area of Columbia. |
| The program fulfills a need for safe, affordable childcare within the community, specifically the low-income at-risk population that the Nora Stewart ELC serves. |
| This program has made remarkable progress and changes based on the needs of the families served. There was a need for infant care so they took the initiative and added infants to the program. I feel this program will only get better! |

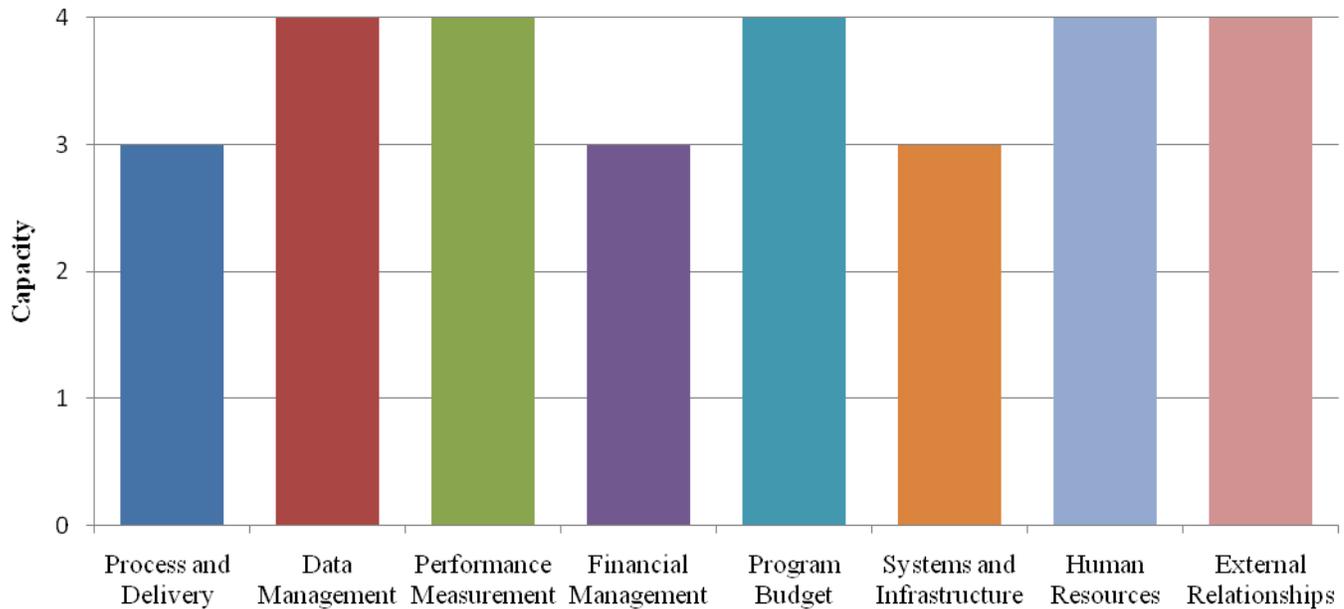
Checklists:

| Agency | Confidentiality | | | | | | | |
|------------------------------------|-----------------|----------------|------------------|---------------------------|------------------|----------------------|----------------|------------------|
| | Password | Privacy filter | Back-up protocol | Confidentiality agreement | Regular training | Maintenance policies | Paper shredder | Secure recycling |
| Nora Stewart Early Learning Center | Y | N | Y | Y | Y | Y | Y | N |

| Agency | Financial Management | | | | | | |
|------------------------------------|----------------------|---------------------------|---------------------------------------|-----------------------|--------------------|----------|------------------|
| | Financial statement | Form 99N and annual audit | Process for transactions and payables | Controls and policies | Treasurer position | Training | External advisor |
| Nora Stewart Early Learning Center | Y | Y | Y | Y | Y | N | Y |

| Agency | Network and Computer Systems | | | | | | | | | |
|------------------------------------|------------------------------|-------------------------|------------------------|--------------------------|------------------------------|-------------------------|----------|--------------------------|-------------------------|------------------------------------|
| | Network | Non-networked computers | Administrator on staff | Contracted administrator | Back-up protocol for network | Back-up protocol for PC | MS Suite | Commercial Analytical SW | SW developed for agency | Funder provided data management SW |
| Nora Stewart Early Learning Center | N | Y | N | N | N | N | Y | N | N | N |

Rainbow House



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: Emergency Services (Crisis Care/Emergency Foster Care)
 Clinical Services
 Parenting Program
 Child Advocacy Center
 Transitional Living Program

Process and Delivery: Moderate level of capacity in place

- The agency has a solid, well-designed set of processes in place in core areas. Processes are known and accepted by many and often used to increase impact.
- The agency is certified by through the National Child Advocacy Center. The agency incorporates advocacy and emergency shelter models.
- The agency has an intake and discharge procedure that includes pre and post questionnaires. The agency is developing a questionnaire to send to community partners for feedback.
- The agency has encountered barriers related to funding for the children's emergency shelter. Also the location of the teen shelter was a challenge but the agency has recently been able to find an alternate location.
- Agency communicates information about processes and program delivery to the board of directors on a continual basis.

- The agency has determined they are ADA compliant based on a licensure review conducted every two years.

Data Management: High level of capacity in place

- The agency has a system for data collection, management, and reporting.
- The agency ensures the confidentiality of the data collected by utilizing password protected computers, and utilizing a back up protocol for collected data. Agency employees sign a confidentiality agreement when they are hired but do not participate in ongoing training for confidentiality. The agency has policies for records maintenance and utilizes paper shredders to destroy secure documents.
- The agency ensures the reliability of the data by providing the same instructions for pre and post tests to all 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 has a system of checks and balance for data to ensure accuracy.

Performance Measures: High 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.
- Performance measured and progress tracked; agency regularly collects data on program activities, and utilizes tools and assessments to determine the impact of their programs.

Financial Management: Moderate level of capacity in place

- Agency has formal internal controls governing all financial operations.
- The board of directors reviews and approves the organizations financial statements, Federal Form 990, and annual audit on a regular basis.
- The board has a finance committee that plays an active role in financial management and oversight.

Program Budget: High level of capacity in place

- The agency has a well-designed and informed program budget development process.
- The agency utilizes performance measurement data to help guide program budget planning.

Systems and Infrastructure: Moderate level of capacity in place

- The agency's physical infrastructure is fully adequate for the current needs of the organization; infrastructure does not impede efficiency and effectiveness.
- The agency is using a network computer system, contracts with a network administrator on an on-going basis, has network and PC back-up protocol, and utilizes software developed for their agency and funder provided data management software.

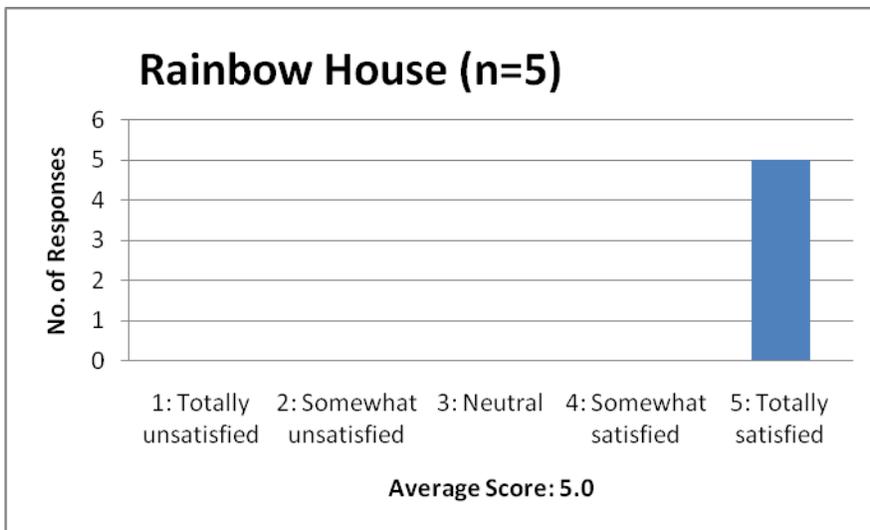
Human Resources: High level of capacity in place

- The agency has the appropriate number of staff with a broad range of skills that are committed to the mission and vision of the organization.
- The agency’s board provides direction, support, and accountability to the program goals. The board is fully informed of all major matters, and input and responses are actively sought and valued.
- The agency’s volunteers are capable and dedicated to the mission and vision of the organization. The agency utilizes volunteers from the University’s Service Learning program and is working with the director to recruit quality volunteers.

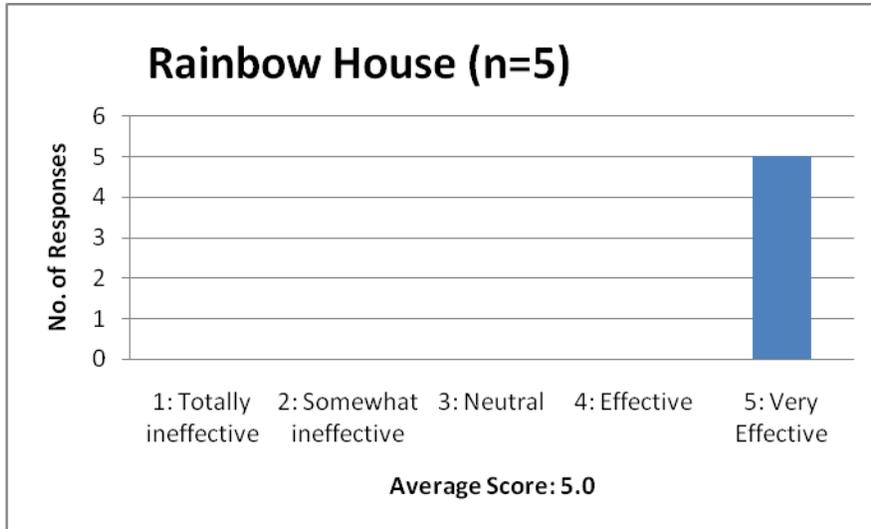
External Relationships: High level of capacity in place

- The agency has built and leveraged some key relationships with relevant partners. The agency reports that they are well-known in the community and perceived as open and responsive to community needs.
- Results from the external relationship survey are as follows:

Please rate your overall satisfaction with your partnership with the agency.



Please rate your opinion of the effectiveness of each agency in the community.



Comments:

| |
|---|
| <p>Rainbow House provides a much needed service in the Columbia Central Missouri area. I believe they are extremely professional and we wanted to partner with them due to their years of experience in providing service. Our partnership is one that we believe can help to further address homeless youth issues in the community and has lead to even further discussions about possible ways to work together in other areas. It has been a pleasure to work together on our project and we look forward to continuing this partnership over the upcoming years.</p> |
| <p>Rainbow House provides excellent services for our community that no other agency provides.</p> |
| <p>This agency provides a truly valuable service to the community. Not only do they provide shelter and support to children, they are also moving forward in supplying teens with transitional housing and opportunities to move forward. They are great advocates and great partners.</p> |
| <p>I think that Rainbow House/Sol House work hard to provide excellent service to the children and families of our community in the most need. They treat people with dignity and do an exceptional job of partnering with other agencies in the community.</p> |
| <p>Rainbow house provides a great service to the community with their emergency housing program. Since there is a need for housing for families and so few resources, providing housing for children is a great service. Rainbow house's addition of Sol House has just strengthened the programs. I have referred several parents to the parenting classes as well.</p> |

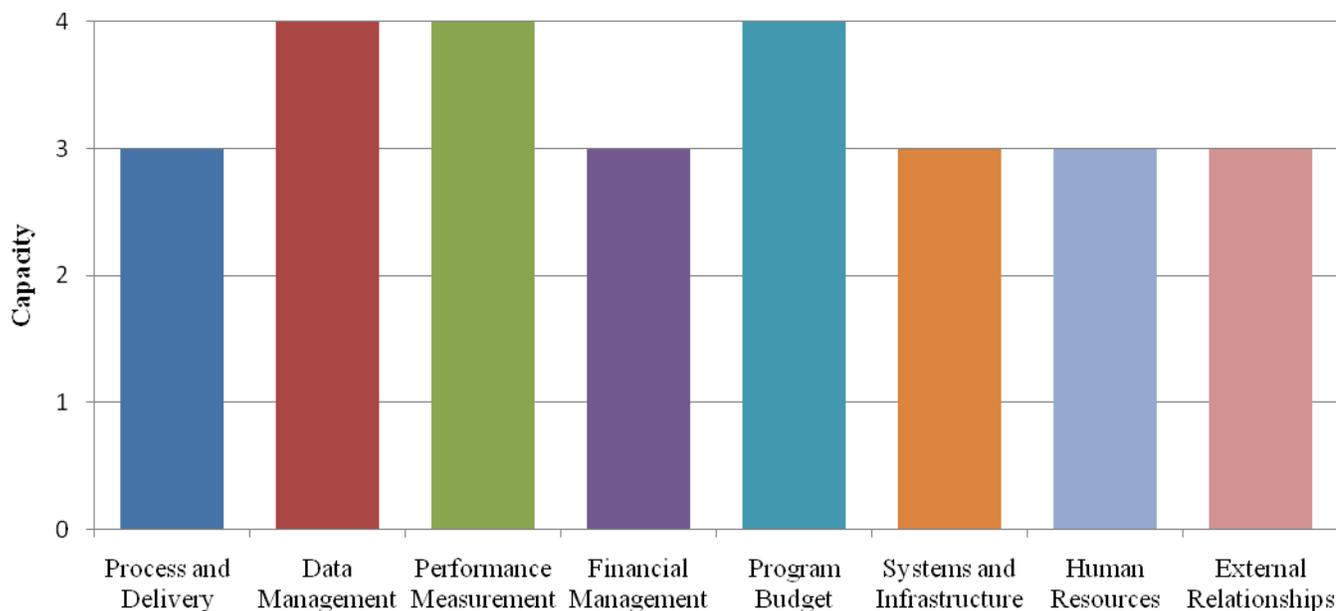
Checklists:

| Agency | Confidentiality | | | | | | | |
|---------------|-----------------|----------------|------------------|---------------------------|------------------|----------------------|----------------|------------------|
| | Password | Privacy filter | Back-up protocol | Confidentiality agreement | Regular training | Maintenance policies | Paper shredder | Secure recycling |
| Rainbow House | Y | N | Y | Y | N | Y | Y | Y |

| Agency | Financial Management | | | | | | |
|---------------|----------------------|---------------------------|---------------------------------------|-----------------------|--------------------|----------|------------------|
| | Financial statement | Form 99N and annual audit | Process for transactions and payables | Controls and policies | Treasurer position | Training | External advisor |
| Rainbow House | Y | Y | Y | Y | Y | N | Y |

| Agency | Network and Computer Systems | | | | | | | | | |
|---------------|------------------------------|-------------------------|------------------------|--------------------------|------------------------------|-------------------------|----------|--------------------------|-------------------------|------------------------------------|
| | Network | Non-networked computers | Administrator on staff | Contracted administrator | Back-up protocol for network | Back-up protocol for PC | MS Suite | Commercial Analytical SW | SW developed for agency | Funder provided data management SW |
| Rainbow House | Y | Y | N | Y | Y | Y | Y | N | Y | Y |

Services for Independent Living



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: Youth and Family Connections

Process and Delivery: Moderate level of capacity in place

- The agency has a solid, well-designed set of processes in place in core areas. Processes are known and accepted by many and often used to increase impact.
- The agency conducts a client satisfaction survey at the completion of each program. The agency also conducts follow up with participants as part of independent living services.
- The agency has encountered barriers related to transportation not centered on one program and accessing accessible space for activities such as soccer.
- The agency communicates information about processes and program delivery to the board of directors on a continual basis.
- The agency has determined they are ADA compliant based on on-going internal evaluation.

Data Management: High level of capacity in place

- The agency has a system for data collection, management, and reporting.
- The agency ensures the confidentiality of the data collected by utilizing password protected computers, and utilizing a back up protocol for collected data. Agency employees sign a confidentiality agreement when they are hired and participate in ongoing training for confidentiality.

The agency has policies for records maintenance and utilizes paper shredders and secure recycling to dispose of secure documents.

- The agency ensures the reliability of the data by providing the same instructions to all participants for the completion of surveys.
- 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 provides the survey to all participants following programming. The agency double checks data to ensure accuracy, and does a 20% review of files as a training tool.

Performance Measures: High 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.
- Performance measured and progress tracked; agency regularly collects data on program activities, and has tools and assessments in place to capture the impact of their programs.

Financial Management: Moderate level of capacity in place

- Agency has formal internal controls governing all financial operations.
- The board of directors reviews and approves the organizations financial statements, Federal Form 990, and annual audit on a regular basis.
- The board has a treasurer position that plays an active role in financial management and oversight.

Program Budget: High level of capacity in place

- The agency has a well-designed and informed program budget development process.
- The agency utilizes performance measurement data to help guide program budget planning.

Systems and Infrastructure: Moderate level of capacity in place

- The agency's physical infrastructure can be made to work well enough to suit the organizations most important and immediate needs; a number of improvements could greatly help increase effectiveness and efficiency. The agency is looking for additional space to hold some programs such as Wii Accelerate.
- The agency is using a network computer system, contracts with a network administrator on an on-going basis, has network and PC back-up protocol, and utilizes funder provided data management software.

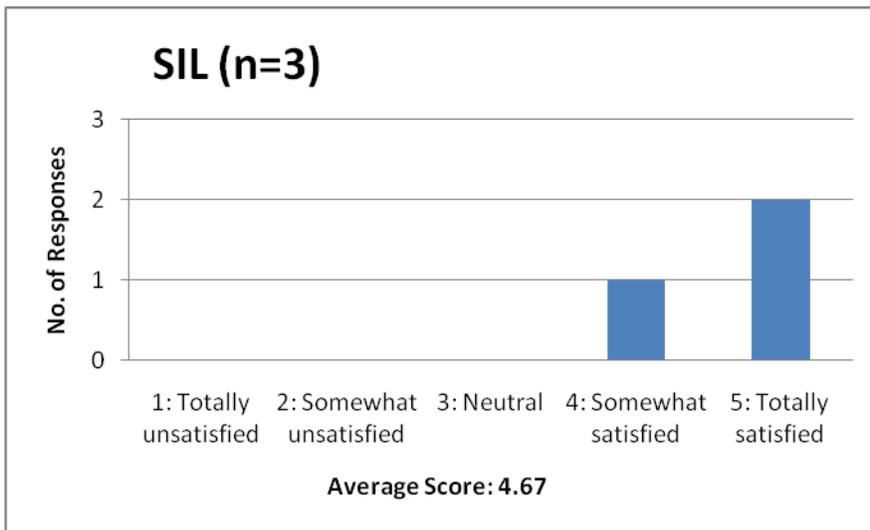
Human Resources: Moderate level of capacity in place

- The agency has the appropriate number of staff with a broad range of skills that are committed to the mission and vision of the organization.
- The agency’s board provides direction, support, and accountability to the program goals. The board is fully informed of all major matters, and input and responses are actively sought and valued.
- The agency’s volunteers are capable and dedicated to the mission and vision of the organization. The volunteers are managed and contribute to the overall success of the organization.

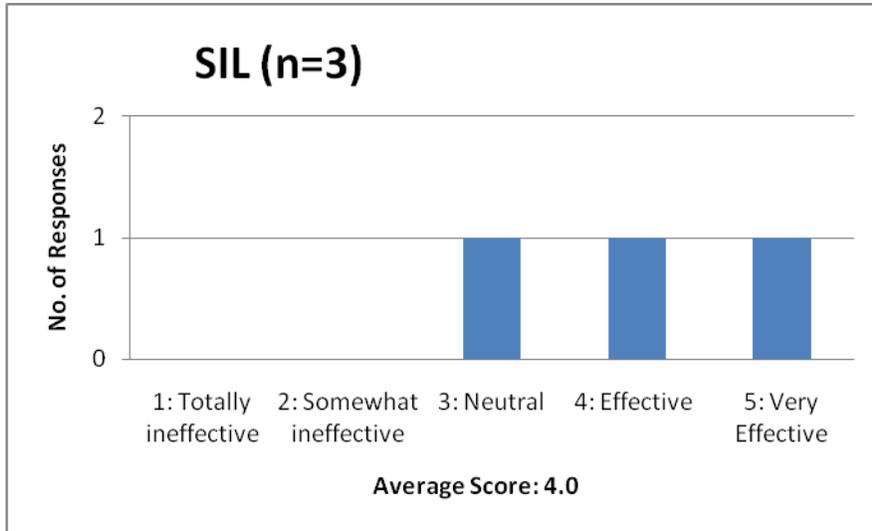
External Relationships: Moderate level of capacity in place

- The agency has built and leveraged some key relationships with relevant partners. The agency reports that they are well-known in the community and perceived as open and responsive to community needs.
- Results from the external relationship survey are as follows:

Please rate your overall satisfaction with your partnership with the agency.



Please rate your opinion of the effectiveness of each agency in the community.



Comments:

This agency is one that is allowing persons with disabilities to live independently and they do it with integrity and respect for everyone they serve. Working with this agency allows our Adult Protective Service Workers someone to assist them in the work of advocating for adults in many areas. They are exceptional advocates and work tirelessly to assist their extraordinary population.

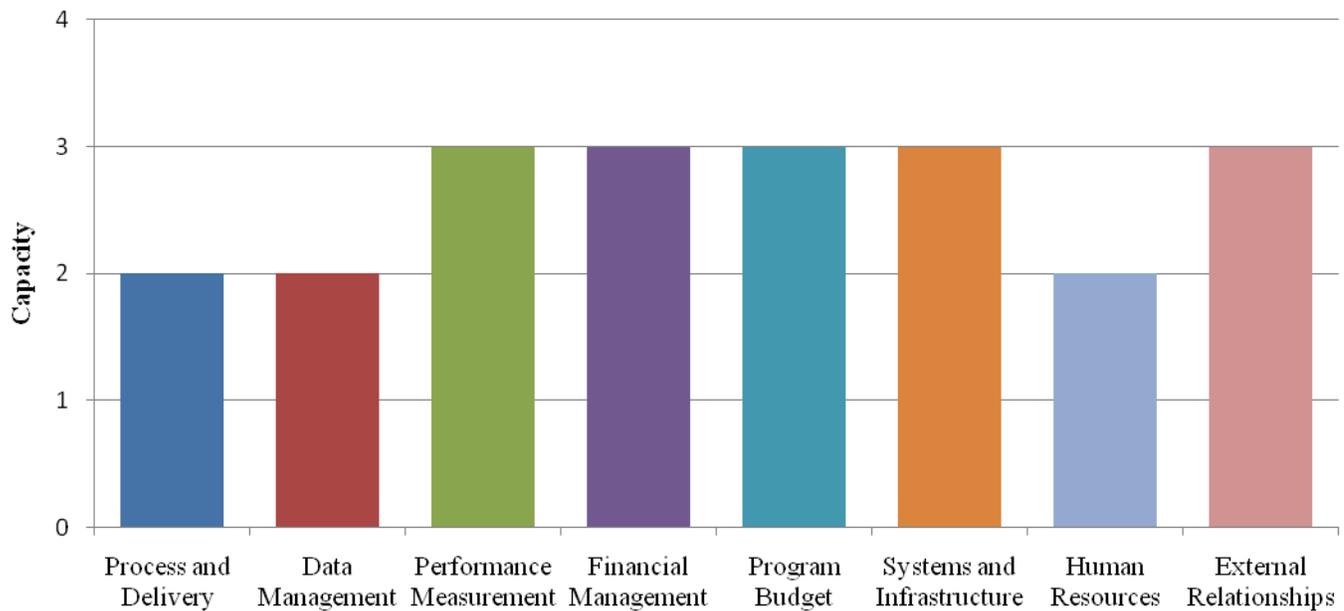
Checklists:

| Agency | Confidentiality | | | | | | | |
|---------------------------------|-----------------|----------------|------------------|---------------------------|------------------|----------------------|----------------|------------------|
| | Password | Privacy filter | Back-up protocol | Confidentiality agreement | Regular training | Maintenance policies | Paper shredder | Secure recycling |
| Services for Independent Living | Y | N | Y | Y | Y | Y | Y | Y |

| Agency | Financial Management | | | | | | |
|---------------------------------|----------------------|---------------------------|---------------------------------------|-----------------------|--------------------|----------|------------------|
| | Financial statement | Form 99N and annual audit | Process for transactions and payables | Controls and policies | Treasurer position | Training | External advisor |
| Services for Independent Living | Y | Y | Y | Y | Y | N | Y |

| Agency | Network and Computer Systems | | | | | | | | | |
|---------------------------------|------------------------------|-------------------------|------------------------|--------------------------|------------------------------|-------------------------|----------|--------------------------|-------------------------|------------------------------------|
| | Network | Non-networked computers | Administrator on staff | Contracted administrator | Back-up protocol for network | Back-up protocol for PC | MS Suite | Commercial Analytical SW | SW developed for agency | Funder provided data management SW |
| Services for Independent Living | Y | N | N | Y | Y | Y | Y | N | N | Y |

The Intersection



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: Summer Program
 After School Program

Process and Delivery: Basic level of capacity in place

- The agency has a basic set of processes in place in core areas. Processes are known and accepted by staff, administration, and board.
- The agency utilizes evidence based curriculum for program delivery.
- The agency distributes a parent survey a few times a year and has an open door policy for all feedback.
- The agency has encountered barriers related to economic barriers, transportation for students, and staffing ratios.
- Agency communicates information about processes and program delivery to the board of directors on a continual basis.
- The agency has determined they are ADA compliant based on building inspection and design.

Data Management: Basic level of capacity in place

- The agency has a basic system for data collection, management, and reporting.
- The agency ensures the confidentiality of the data collected by utilizing password protected computers, and utilizing a back up protocol for collected data. Agency employees sign a confidentiality agreement when they are hired but do not participate in ongoing training for confidentiality. The agency has policies for records maintenance and utilizes paper shredders to destroy secure documents.
- The agency ensures the reliability of the data by providing consistent instructions for completion of surveys.
- 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 double checks data to ensure accuracy.

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.
- Performance measured and progress tracked; agency regularly collects data on program activities. The agency uses internal testing and assessment to gage academic achievement beyond grade cards.

Financial Management: Moderate level of capacity in place

- Agency has formal internal controls governing all financial operations.
- The board of directors reviews and approves the organizations financial statements, Federal Form 990, and annual audit on a regular basis.
- The board has a treasurer position that plays an active role in financial management and oversight.

Program Budget: Moderate level of capacity in place

- The agency has a simple and adequate process for program budget development.
- The agency occasionally utilizes performance measurement data to help guide program budget planning.

Systems and Infrastructure: Moderate level of capacity in place

- The agency's physical infrastructure is adequate for the current needs of the organization; infrastructure does not impede efficiency and effectiveness.
- The agency is using a networked computer system, has PC back-up protocol, and utilizes the Microsoft Office Suite.

Human Resources: Basic level of capacity in place

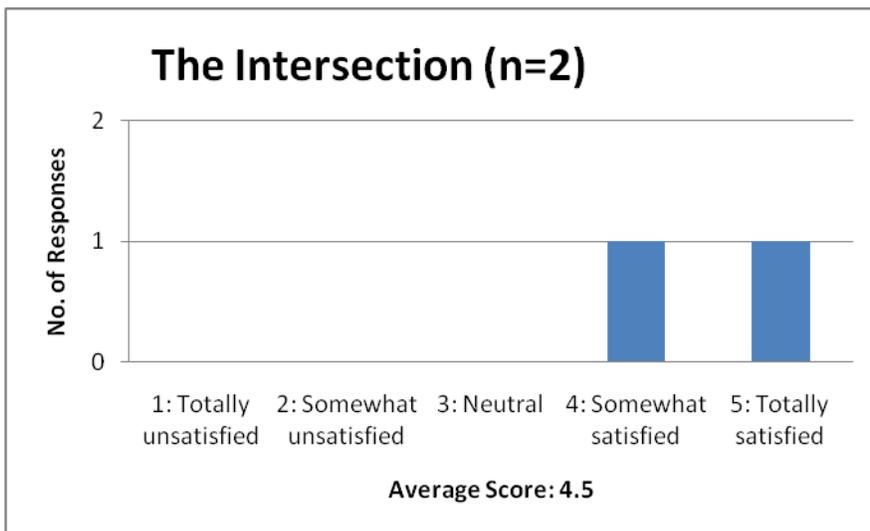
- The agency has recently had some reduction of staff and have been unable to fill the position based on resources.
- The agency’s board provides direction, support, and accountability to the program goals. The board is fully informed of all major matters, and input and responses are actively sought and valued.
- The agency’s volunteers are capable and dedicated to the mission and vision of the organization. The volunteers are managed and contribute to the overall success of the organization.

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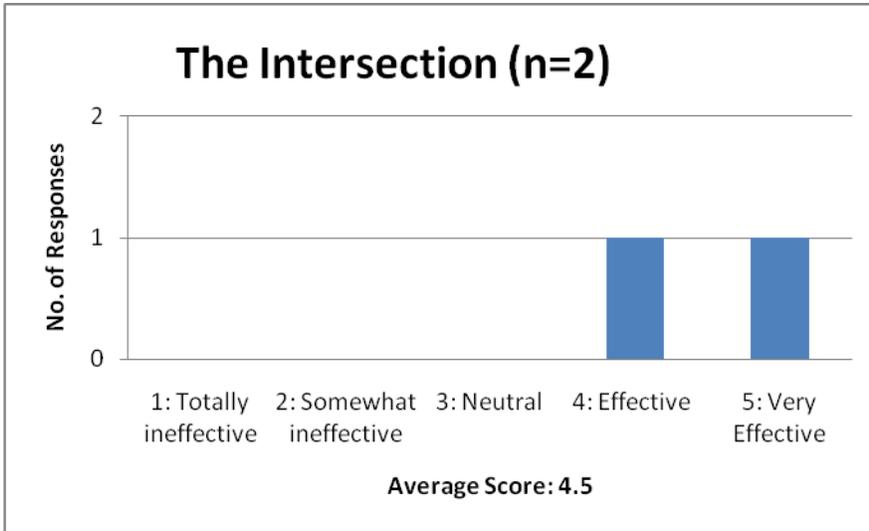
External Relationships: Moderate level of capacity in place

- The agency has built and leveraged some key relationships with relevant partners. The agency reports that they are well-known in the community and perceived as open and responsive to community needs.
- Results from the external relationship survey are as follows:

Please rate your overall satisfaction with your partnership with the agency.



Please rate your opinion of the effectiveness of each agency in the community.



Comments:

I think that The Intersection generally does a good or even a very good job with a difficult and often transient population. Sometimes we have noticed some minor disorganization, which I think is from operating with lots of volunteers and very few paid employees. They seem to be dedicated and creative in their programming.

The Intersection has been a wonderful site for student nurses. They have learned a great deal about public health nursing and the impact of community organizations. The students have bonded with both the kids and the staff. I am grateful for their experience... and the willingness of the staff and Director to share their time and expertise.

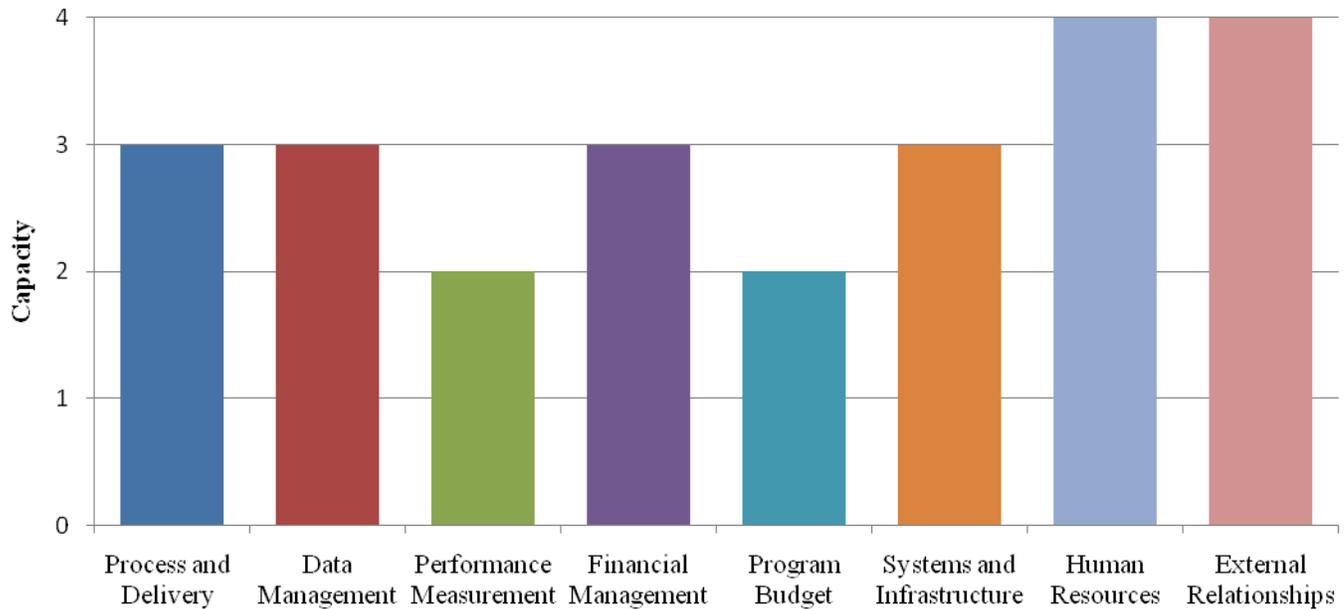
Checklists:

| Agency | Confidentiality | | | | | | | |
|------------------|-----------------|----------------|------------------|---------------------------|------------------|----------------------|----------------|------------------|
| | Password | Privacy filter | Back-up protocol | Confidentiality agreement | Regular training | Maintenance policies | Paper shredder | Secure recycling |
| The Intersection | Y | N | Y | Y | Y | Y | Y | N |

| Agency | Financial Management | | | | | | |
|------------------|----------------------|---------------------------|---------------------------------------|-----------------------|--------------------|----------|------------------|
| | Financial statement | Form 99N and annual audit | Process for transactions and payables | Controls and policies | Treasurer position | Training | External advisor |
| The Intersection | Y | Y | Y | Y | Y | Y | Y |

| Agency | Network and Computer Systems | | | | | | | | | |
|------------------|------------------------------|-------------------------|------------------------|--------------------------|------------------------------|-------------------------|----------|--------------------------|-------------------------|------------------------------------|
| | Network | Non-networked computers | Administrator on staff | Contracted administrator | Back-up protocol for network | Back-up protocol for PC | MS Suite | Commercial Analytical SW | SW developed for agency | Funder provided data management SW |
| The Intersection | Y | Y | N | N | N | Y | Y | N | N | N |

UCP Childhood Development Center



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: Camp Friday
 Inclusive Childcare
 KARS

Process and Delivery: Moderate level of capacity in place

- The agency has a solid, well-designed set of processes in place in core areas. Processes are known and accepted by many and often used to increase impact.
- The agency is accredited and standardized by the United Cerebral Palsy of the Heartland.
- The agency conducts a tri-annual survey of parents that is confidential and anonymous.
- The agency has encountered barriers related to reporting consistency based for participants, and outreach regarding available programs such as KARS.
- Agency communicates information about processes and program delivery to the local board of directors and the St. Louis based board on a continual basis.
- The agency has determined they are ADA compliant based on assessments conducted through their national accreditation.

Data Management: Moderate level of capacity in place

- The agency has a system for data collection, management, and reporting.
- The agency ensures the confidentiality of the data collected by utilizing password protected computers, and utilizing a back up protocol for collected data. Agency employees sign a confidentiality agreement when they are hired and participate in ongoing training for confidentiality. The agency has policies for records maintenance and utilizes paper shredders to destroy secure documents.
- The agency ensures the reliability of the data by providing consistent instructions for survey completion.
- 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 double checks data to ensure accuracy.

Performance Measures: Basic level of capacity in place

- The agency tracks outputs that are reasonable and obtainable.
- The agency tracks some outcome goals related to meeting goals of students with disabilities. No formal outcome targets have been set.
- The agency regularly collects data on program activities and outputs; however systematic tracking of impact is missing.

Financial Management: Moderate level of capacity in place

- Agency has formal internal controls governing all financial operations.
- The board of directors reviews and approves the organizations financial statements, Federal Form 990, and annual audit on a regular basis.
- The board has a treasurer position that plays an active role in financial management and oversight.

Program Budget: Basic level of capacity in place

- The agency has a simple and adequate process for program budget development.
- The agency utilizes some collected data to help guide program budget planning.

Systems and Infrastructure: Moderate level of capacity in place

- The agency's physical infrastructure is adequate for the current needs of the organization; infrastructure does not impede efficiency and effectiveness.
- The agency is using a non-network computer system, has PC back-up protocol, and utilizes software developed for their agency and funder provided data management software.

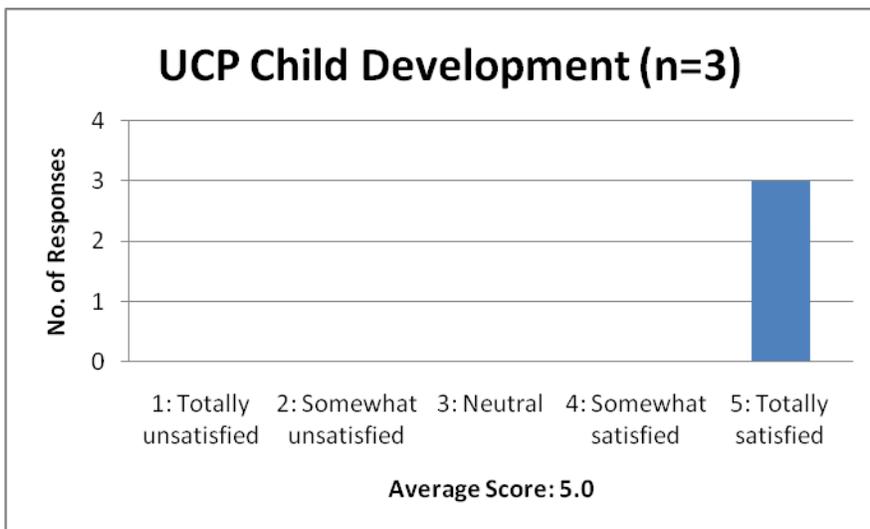
Human Resources: High level of capacity in place

- The agency has the appropriate number of staff with a broad range of skills that are committed to the mission and vision of the organization. Funding is tight for the agency, but they are able to fill their core positions.
- The agency’s local board serves in an advisory and fundraising capacity. The St. Louis board provides direction, support, and accountability to the program goals. The board is fully informed of all major matters, and input and responses are actively sought and valued.
- 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. The volunteers are managed and contribute to the overall success of the organization.

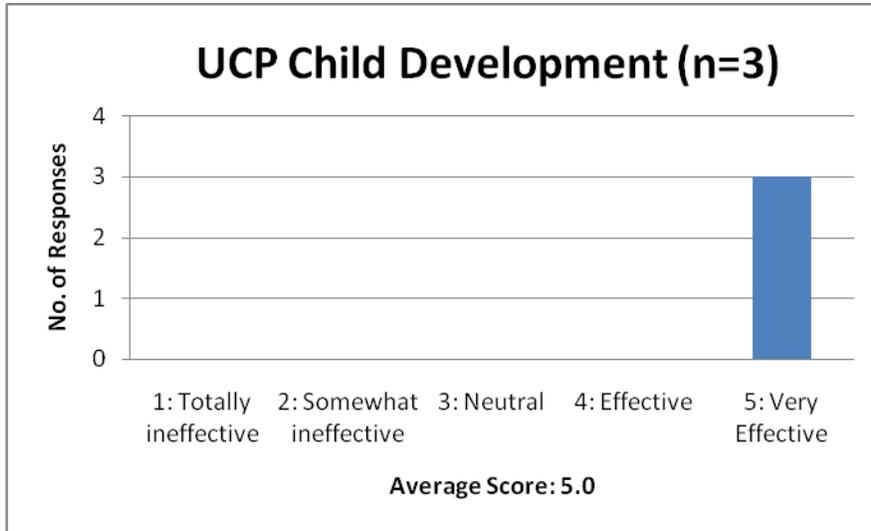
External Relationships: High level of capacity in place

- The agency has built and leveraged some key relationships with relevant partners. The agency reports that they are well-known in the community and perceived as open and responsive to community needs.
- Results from the external relationship survey are as follows:

Please rate your overall satisfaction with your partnership with the agency.



Please rate your opinion of the effectiveness of each agency in the community.



Comments:

UCP fills a very crucial need in our community - serving children with special needs. It can be challenging for parents of children with special needs to find childcare. UCP is typically the first name I give to families in this situation. Their Camp Friday program is also very popular and provides children (and parents) the opportunity to have positive social and educational experiences. They are a valued asset to the community!

UCP Child Development Center continues to provide quality early care and education services to the children and families in this community. They exhibit an ongoing commitment to program improvement and best practices.

This program is the perfect example of what a quality program should look like! It is a joy working with Christy and her staff. We use the classrooms for observations and some of her teachers are excellent mentors.

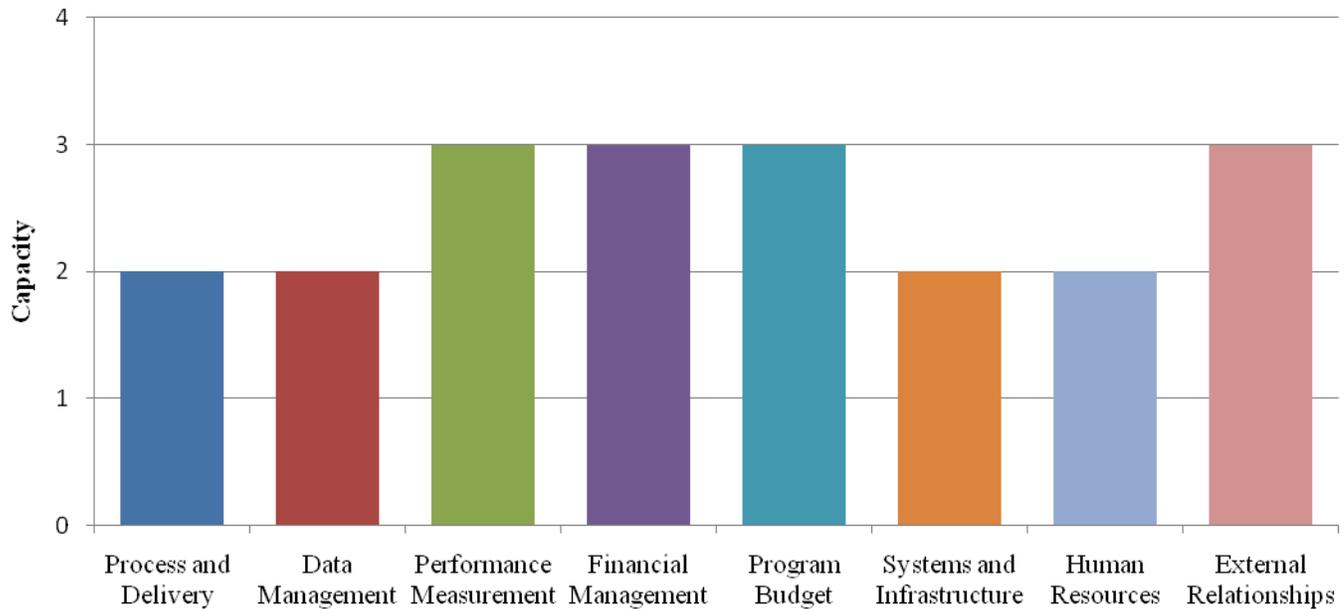
Checklists:

| Agency | Confidentiality | | | | | | | |
|------------------------------|-----------------|----------------|------------------|---------------------------|------------------|----------------------|----------------|------------------|
| | Password | Privacy filter | Back-up protocol | Confidentiality agreement | Regular training | Maintenance policies | Paper shredder | Secure recycling |
| UCP Child Development Center | Y | N | Y | Y | Y | Y | Y | N |

| Agency | Financial Management | | | | | | |
|------------------------------|----------------------|---------------------------|---------------------------------------|-----------------------|--------------------|----------|------------------|
| | Financial statement | Form 99N and annual audit | Process for transactions and payables | Controls and policies | Treasurer position | Training | External advisor |
| UCP Child Development Center | Y | Y | Y | Y | Y | Y | Y |

| Agency | Network and Computer Systems | | | | | | | | | |
|------------------------------|------------------------------|-------------------------|------------------------|--------------------------|------------------------------|-------------------------|----------|--------------------------|-------------------------|------------------------------------|
| | Network | Non-networked computers | Administrator on staff | Contracted administrator | Back-up protocol for network | Back-up protocol for PC | MS Suite | Commercial Analytical SW | SW developed for agency | Funder provided data management SW |
| UCP Child Development Center | N | Y | N | N | N | Y | Y | Y | Y | Y |

University YMCA



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: Camp Mudd
 Y Tutors
 Kid Contact
 Youth in Government
 Habitat for Humanity

Process and Delivery: Basic level of capacity in place

- The agency has a solid, well-designed set of processes in place in core areas. Processes are known and accepted by many and often used to increase impact.
- The agency utilizes National YMCA best practices.
- The agency conducts a survey with parents of Camp Mudd students. The agency also does an online survey with their volunteers.
- The agency has encountered barriers related to lack of program director and reliance on students to implement programming.
- Agency communicates information about processes and program delivery to the board of directors on a continual basis.
- The facilities the agency utilizes for programming are ADA compliant. Camp Mudd is not ADA complaint, but accommodations are made whenever necessary.

Data Management: Basic level of capacity in place

- The agency has a system for data collection, management, and reporting.
- The agency ensures the confidentiality of the data collected by utilizing password protected computers, and utilizing a back up protocol for collected data. Employees and volunteers do not sign confidentially agreements or have on-going training. The agency has policies for records maintenance and utilizes paper shredders to destroy secure documents.
- The agency ensures the reliability of the data by providing consistent instructions for completion of surveys.
- 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 provides the survey to all parents and volunteers. The agency double checks data to ensure accuracy.

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.
- Performance measured and progress tracked; agency regularly collects data on program activities, and collects data from Columbia Public Schools to support outcomes. The agency is looking at developing a formal system for tracking retention at Camp Mudd.

Financial Management: Moderate level of capacity in place

- Agency has formal internal controls governing all financial operations.
- The board of directors reviews and approves the organizations financial statements, Federal Form 990, and annual audit on a regular basis.
- The board has a treasurer position that plays an active role in financial management and oversight.

Program Budget: Moderate level of capacity in place

- The agency has a simple and adequate process for program budget development.
- The agency occasionally utilizes performance measurement data to help guide program budget planning.

Systems and Infrastructure: Basic level of capacity in place

- The agency's physical infrastructure can be made to work well enough to suit the organizations most important and immediate needs; a number of improvements could greatly help increase effectiveness and efficiency.
- The agency is using a network computer system, has a network administrator on staff, has network and PC back-up protocol, and utilizes funder provided data management software.

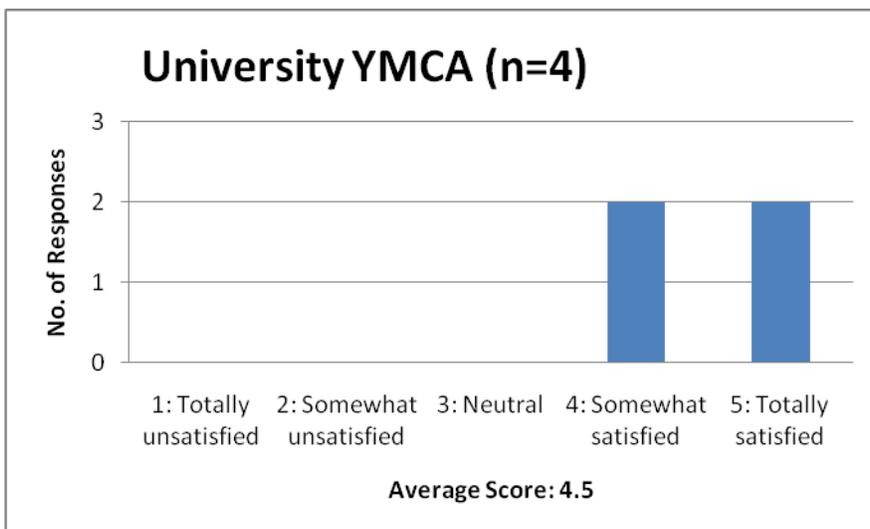
Human Resources: Basic level of capacity in place

- The agency has not had a program coordinator for four years but is seeking to fill the position.
- The agency’s board provides direction, support, and accountability to the program goals. The board is fully informed of all major matters, and input and responses are actively sought and valued.
- The agency’s volunteers are capable and dedicated to the mission and vision of the organization. The volunteers are managed and contribute to the overall success of the organization.

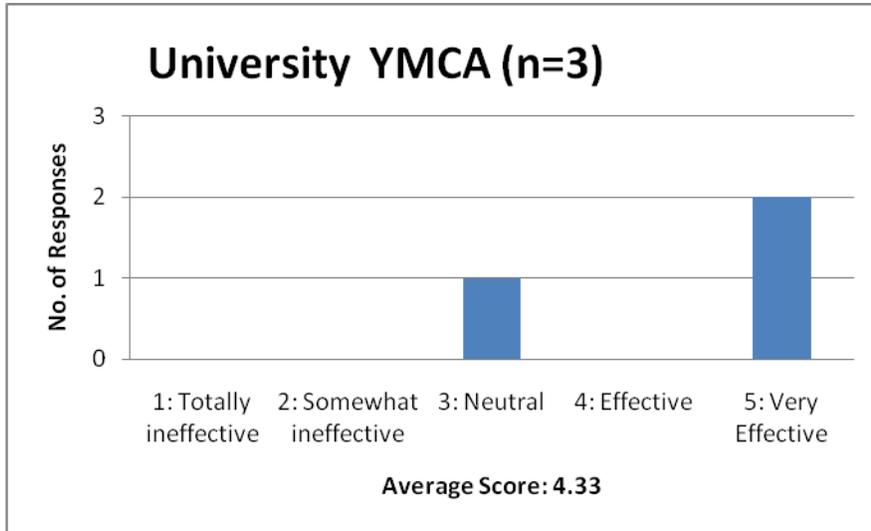
External Relationships: Moderate level of capacity in place

- The agency has built and leveraged some key relationships with relevant partners. The agency reports that they are well-known in the community and perceived as open and responsive to community needs.
- Results from the external relationship survey are as follows:

Please rate your overall satisfaction with your partnership with the agency.



Please rate your opinion of the effectiveness of each agency in the community.



Comments:

The Univ. Y uses our camp for their summer Camp Mudd Program. That utilizes a community resource for more youth than we alone could reach at this time.

While I work in close proximity to the University YMCA, I don't really have direct knowledge of all of the work they do in/for the community. I am aware of some programs, but I don't want to complete the survey without really knowing all that Julie and her students do for the community. I get along great with Julie Alexander and we share information frequently but unfortunately I feel like I have not made enough of an effort to get to know her programs and services as well as I could. I feel like Julie works very hard and she is frequently talking about her students and service agencies she works with. I believe Julie is an asset for the University, she provides a direct link to the community and helps some of our motivated, but lost students find service opportunities in the community.

Checklists:

| Agency | Confidentiality | | | | | | | |
|--------------|-----------------|----------------|------------------|---------------------------|------------------|----------------------|----------------|------------------|
| | Password | Privacy filter | Back-up protocol | Confidentiality agreement | Regular training | Maintenance policies | Paper shredder | Secure recycling |
| University Y | Y | N | Y | N | N | Y | Y | N |

| Agency | Financial Management | | | | | | |
|--------------|----------------------|---------------------------|---------------------------------------|-----------------------|--------------------|----------|------------------|
| | Financial statement | Form 99N and annual audit | Process for transactions and payables | Controls and policies | Treasurer position | Training | External advisor |
| University Y | Y | Y | Y | Y | Y | N | Y |

| Agency | Network and Computer Systems | | | | | | | | | |
|--------------|------------------------------|-------------------------|------------------------|--------------------------|------------------------------|-------------------------|----------|--------------------------|-------------------------|------------------------------------|
| | Network | Non-networked computers | Administrator on staff | Contracted administrator | Back-up protocol for network | Back-up protocol for PC | MS Suite | Commercial Analytical SW | SW developed for agency | Funder provided data management SW |
| University Y | Y | N | N | Y | Y | Y | Y | N | N | Y |

Confidentiality Checklist

| | <u>YES</u> | <u>NO</u> |
|--|------------|-----------|
| 1. Does your agency have individual passwords for each PC? | _____ | _____ |
| 2. Does your agency use a privacy filter for individual monitors? | _____ | _____ |
| 3. Does your agency have a back-up protocol for collected data? | _____ | _____ |
| 4. Do employees sign a confidentiality agreement when they are hired? | _____ | _____ |
| 5. Does your agency provide employees regular trainings for confidentiality? | _____ | _____ |
| 6. Does your agency keep record maintenance policies and controls? | _____ | _____ |
| 7. Does your agency have and utilize equipment such as paper shredders and secure recycling? | _____ | _____ |

8. Are there any other steps that you take to ensure confidentiality?

If YES, please explain: _____

Financial Management Checklist

| | Yes | No |
|--|-------|-------|
| 1. Does your board of directors review and approve the organization's financial statements on a regular basis? | _____ | _____ |
| 2. Does your board review and approve the organization's federal form 990 and annual audit? | _____ | _____ |
| 3. Does your board have a process for reviewing and approving large financial transactions or payables? | _____ | _____ |
| 4. Does your board have a system of internal financial controls and policies? | _____ | _____ |
| 5. Does your board have a treasurer position ? | _____ | _____ |
| 6. Has your board had training in the area of finance for non profit management? | _____ | _____ |
| 7. Have you contracted an accounting firm, bookkeeper or any external advisors for financial management? | _____ | _____ |

Network and Computer Systems Checklist

| | Yes | No |
|--|-------|-------|
| 1. Is your agency currently using a network computer system? | _____ | _____ |
| 2. Do you have computers that are not networked? | _____ | _____ |
| 3. Do you have a network administrator on staff? | _____ | _____ |
| 4. Do you contract a network administrator on an on-going basis? | _____ | _____ |
| 5. Do you have a network back-up protocol? | _____ | _____ |
| 6. Do you have a PC back-up protocol? | _____ | _____ |
| 7. Do you utilize any of the following: | | |
| a. Microsoft Office Suite | _____ | _____ |
| b. Commercial Analytical Software | _____ | _____ |
| c. Software Developed for your Agency | _____ | _____ |
| d. Funder Provided data management software | _____ | _____ |

Modified McKinsey Capacity Assessment Grid

| PERFORMANCE MEASUREMENT | | | | |
|---|--|---|--|---|
| | 1 Clear need for increased capacity | 2 Basic level of capacity in place | 3 Moderate level of capacity in place | 4 High level of capacity in place |
| Performance measurement | Very limited measurement and tracking of performance; all or most evaluation based on anecdotal evidence; organization collects some data on program activities and outputs (e.g., number of children served) but has no social impact measurement (measurement of social outcomes, e.g., drop-out rate lowered) | Performance partially measured and progress partially tracked; organization regularly collects solid data on program activities and outputs (e.g., number of children served) but lacks data-driven, externally validated social impact measurement | Performance measured and progress tracked in multiple ways, several times a year, considering social, financial, and organizational impact of program and activities; multiplicity of performance indicators; social impact measured, but control group, longitudinal (i.e., long-term) or third-party nature of evaluation is missing | Well-developed comprehensive, integrated system (e.g., balanced scorecard) used for measuring organization’s performance and progress on continual basis, including social, financial, and organizational impact of program and activities; small number of clear, measurable, and meaningful key performance indicators; |
| Performance analysis and program adjustments | Few external performance comparisons made; internal performance data rarely used to improve program and organization | Some efforts made to benchmark activities and outcomes against outside world; internal performance data used occasionally to improve organization | Effective internal and external benchmarking occurs but driven largely by top management and/or confined to selected areas; learnings distributed throughout organization, and often used to make adjustments and improvements | Comprehensive internal and external benchmarking part of the culture and used by staff in target-setting and daily operations; high awareness of how all activities rate against internal and external best-in-class benchmarks; systematic practice of making adjustments and improvements on basis of benchmarking |

| DATA MANAGEMENT | | | | |
|--|--|---|--|---|
| | 1 Clear need for increased capacity | 2 Basic level of capacity in place | 3 Moderate level of capacity in place | 4 High level of capacity in place |
| Data Collection | Limited/no data collection system | Basic data collection. Data is not systematically collected from all participants. | Organization strives to systematically collect and store data. Strives to ensure reliability and validity of data collected. | The agency has a solid system for data collection, management and reporting. The agency ensures the reliability and validity of data. |
| Data Confidentiality | Limited/no system for data confidentiality | Basic data confidentiality system in place. Not continually monitored or improved. | Organization strives to exceed confidentiality standards and works to improve systems. | The agency has a solid and effective system for data confidentiality that is used by all administrators and staff and is constantly reviewed and improved |
| Data Management/ Network & PC Back-up | Limited/no data management/ network & PC back-up | Data management are well-equipped at central level; incomplete/limited usage of data management | High level of data management by staff, central and local offices, but not regularly | Data collection, report, and back-up are done regularly; Data are managed systematically and data tracking is always available. |

| EXTERNAL RELATIONSHIPS BUILDING AND MANGEMENT | | | | |
|---|--|---|--|--|
| | 1 Clear need for Increased capacity | 2 Basic level of capacity in place | 3 Moderate level of capacity in place | 4 High level of capacity in place |
| Partnerships and alliances development and nurturing | Limited use of partnerships and alliances with public sector, nonprofit, or for profit entities | Early stages of building relationships and collaborating with other for-profit, nonprofit, or public sector entities | Effectively built and leveraged some key relationships with few types of relevant parties (for-profit, public, and nonprofit sector entities); some relations may be precarious or not fully “win-win” | Built, leveraged, and maintained strong, high-impact, relationships with variety of relevant parties (local, state, and federal government entities as well as for-profit, other nonprofit, and community agencies); relationships deeply anchored in stable, long-term, mutually beneficial collaboration |
| Local community presence and involvement | Organization’s presence either not recognized or generally not regarded as positive; few members of local community (e.g., academics, other nonprofit leaders) constructively involved in the organization | Organization’s presence somewhat recognized, and generally regarded as positive within the community; some members of larger community constructively engaged with organization | Organization reasonably well-known within community, and perceived as open and responsive to community needs; members of larger community (including a few prominent ones) constructively involved in organization | Organization widely known within larger community, and perceived as actively engaged with and extremely responsive to it; many members of the larger community (including many prominent members) actively and constructively involved in organization (e.g., board, fund-raising) |

| PROCESS AND DELIVERY | | | | |
|---|--|--|--|--|
| | 1 Clear need for increased capacity | 2 Basic level of capacity in place | 3 Moderate level of capacity in place | 4 High level of capacity in place |
| Organizational processes use and development | Limited set of processes for ensuring effective functioning of the organization. Agency does not communicate information about processes and program delivery to the board of directors. | Basic set of processes in core areas for ensuring efficient functioning of organization; processes known, used and truly accept by only portion of staff. Communicates information about processes and program delivery to the board infrequently. | Solid, well-designed set of processes in place in core areas to ensure smooth, effective functioning of organization; processes known and accepted by many, often used to contribute to increased impact. Communicates information about processes and program delivery to the board on a regular basis. | Robust, lean, and well-designed set of processes in place in all areas to ensure effective and efficient functioning of organization; processes are widely known, used and accepted, and are key to ensuring full impact of organization; continual monitoring and assessment or processes, and systematic improvement made. Communicates information about processes and program delivery to the board on a continual basis. |
| Decision making framework | Decisions made largely on an ad hoc basis by one person and/or whomever is accessible; highly informal | Appropriate decision makers known; decision making process fairly well established and process is generally followed, but often breaks down and becomes informal | Clear, largely formal lines/ systems for decision making but decisions are not always appropriately implemented or followed; dissemination of decisions generally good but could be improved | Clear, formal lines/ systems for decision making that involve broad participation as practical and appropriate along with dissemination/ interpretation of decision |

| HUMAN RESOURCES | | | | |
|--|--|--|--|---|
| | 1 Clear need for increased capacity | 2 Basic level of capacity in place | 3 Moderate level of capacity in place | 4 High level of capacity in place |
| Staffing levels | Many positions within and peripheral to organization (e.g., staff, volunteers, board, senior management) are unfilled, inadequately filled, or experience high turnover and/or poor attendance | Most critical positions within and peripheral to organization (e.g., staff, volunteers, board, senior management) are staffed (no vacancies), and/or experience limited turnover or attendance problems | Positions within and peripheral to organization (e.g., staff, volunteers, board, senior management) are almost all staffed (no vacancies); few turnover or attendance problems | Positions within and peripheral to organization (e.g., staff, volunteers, board, senior management) are all fully staffed (no vacancies); no turnover or attendance problems |
| Human resources management – general staff recruiting, development, and retention | Standard career paths in place without considering staff development; limited training, coaching and feedback; no regular performance appraisals; no systems/processes to identify new talent | No active development tools/ programs; feedback and coaching occur sporadically; performance evaluated occasionally; limited willingness to ensure high-quality job occupancy; sporadic initiatives to identify new talent | Limited use of active development tools/ programs; frequent formal and informal coaching and feedback; performance regularly evaluated and discussed; genuine concern for high-quality job occupancy; regular concerted initiatives to identify new talent | Management actively interested in general staff development; well thought out and targeted development plans for key employees/positions; frequent, relevant training, job rotation, coaching/feedback, and consistent performance appraisal ;proven willingness to ensure high quality job occupancy; continuous, proactive initiatives to identify new talent |
| Board – involvement and support | Provide little direction, support, and accountability to leadership; board not fully informed about ‘material’ and other major organizational | Provide occasional direction, support and accountability to leadership; informed about all ‘material’ matters in a timely manner and | Provide direction, support and accountability to programmatic leadership; fully informed of all major matters, input and | Provide strong direction, support, and accountability to programmatic leadership and engaged as a strategic resource; communication |

| | | | | |
|---|---|--|---|---|
| | matters; largely “feel-good” support | responses/decisions actively solicited | responses actively sought and valued; full participant in major decisions | between board and leadership reflects mutual respect, appreciation for roles and responsibilities, shared commitment and valuing of collective wisdom |
| Management team and staff – dependence on CEO/executive director | Very strong dependence on CEO/executive director; organization would cease to exist without his/her presence | High dependence on CEO/executive director; organization would continue to exist without his/her presence, but likely in a very different form | Limited dependence on CEO/executive director; organization would continue in similar way without his/her presence but areas such as fund-raising or operations would likely suffer significantly during transition period; no member of management team could potentially take on CEO/ED role | Reliance but not dependence on CEO/executive director; smooth transition to new leader could be expected; fund-raising and operations likely to continue without major problems; senior management team can fill in during transition time; several members of management team could potentially take on CEO/ED role |
| Staff | Staff drawn from a narrow range of backgrounds and experiences; interest and abilities limited to present job; little ability to solve problems as they arise | Some variety of staff backgrounds and experiences; good capabilities, including some ability to solve problems as they arise; many interested in work beyond their current jobs and in the success of the organization’s mission | Staff drawn from diverse backgrounds and experiences, and 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 | Staff drawn from extraordinarily diverse backgrounds and experiences, and bring broad range of skills; most staff are highly capable in multiple roles, committed both to mission/ strategy and continuous learning; most are eager and able to take on special projects and collaborate across divisional lines; staff are frequent source of ideas and momentum for improvement & |

| | | | | |
|-------------------|--|---|---|---|
| | | | | innovation |
| Volunteers | Limited abilities; may be unreliable or have low commitment; volunteers are poorly managed | Good abilities; mostly reliable, loyal, and committed to organization's success; volunteers managed but without standards and little accountability | Very capable set of individuals, bring required skills to organization; reliable, loyal and highly committed to organization's success and to "making things happen"; work easily with most staff, but do not generally play core roles without substantial staff supervision; volunteers are managed and contribute to the overall success of the organization | Extremely capable set of individuals, 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 in a way that serves organization well, including ability to work easily with wide range of staff and play core roles without special supervision; volunteers managed very well and significantly contribute to overall success of organization |

| FINANCIAL MANAGEMENT | | | | |
|--|--|--|--|--|
| | 1 Clear need for increased capacity | 2 Basic level of capacity in place | 3 Moderate level of capacity in place | 4 High level of capacity in place |
| Financial operations management | Gifts and grants deposited and acknowledged, bills paid, supporting documentation collected/retained | Financial activities transparent, clearly and consistently recorded and documented, include appropriate checks and balances, and tracked to approve budget. Treasurer position does not exist or is not filled. Says yes to 2 of the 7 items on checklist. | Formal internal controls governing all financial operations; fully tracked, supported and reported, annually audited fund flows well managed; attention is paid to cash flow management. Agency has a treasurer position, but individual is not very active in financial management and budgeting. | Robust systems and controls in place governing all financial operations and their integration with budgeting, decision making, and organizational objectives/strategic goals; cash flow actively managed. Agency has an active treasurer. |

| SYSTEMS AND INFRASTRUCTURE | | | | |
|--|--|---|--|---|
| | 1 Clear need for increased capacity | 2 Basic level of capacity in place | 3 Moderate level of capacity in place | 4 High level of capacity in place |
| Physical infrastructure – buildings and office space | Inadequate physical infrastructure, resulting in loss of effectiveness and efficiency (e.g., unfavorable locations for clients and employees, insufficient workspace for individuals, no space for teamwork) | Physical infrastructure can be made to work well enough to suit organization’s most important and immediate needs; a number of improvements could greatly help increase effectiveness and efficiency (e.g., no good office space for teamwork, no possibility of holding confidential discussions, employees share desks) | Fully adequate physical infrastructure for the current needs of the organization; infrastructure does not impede effectiveness and efficiency (e.g., favorable locations for clients and employees, sufficient individual and team office space, possibility for confidential discussions) | Physical infrastructure well tailored to organization’s current and anticipated future needs; well designed and thought out to enhance organization’s efficiency and effectiveness (e.g., especially favorable locations for clients and employees, plentiful team office space encourages teamwork, layout increases critical interactions among staff) |
| Technological infrastructure – computers, applications, network, and e-mail | Limited/no use of computers or other technology in day-to-day activity; and/or little or no usage by staff of existing IT infrastructure | Well-equipped at central level; incomplete/limited infrastructure at locations aside from central offices; equipment sharing may be common; satisfactory use of IT infrastructure by staff | Solid hardware and software infrastructure accessible by central and local staff; no or limited sharing of equipment is necessary; limited accessibility for frontline program deliverers; high usage level of IT infrastructure by staff; contributes to increased efficiency | State-of-the-art, fully networked computing hardware with comprehensive range of up-to-date software applications; all staff has individual computer access and e-mail; accessible by frontline program deliverers as well as entire staff; used regularly by staff; effective and essential in increasing staff efficiency |
| Technological infrastructure – databases and management reporting systems | No systems for tracking clients, staff volunteers, program outcomes and financial information | Electronic databases and management reporting systems exist only in few areas; systems perform only basic features, are | Electronic database and management reporting systems exist in most areas for tracking clients, staff, volunteers, program outcomes | Sophisticated, comprehensive electronic database and management reporting systems exist for tracking clients, staff, volunteers, |

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|-------------------------------|---|---|---|---|
| | | awkward to use or are used only occasionally by staff | and financial information; commonly used and help increase information sharing and efficiency | program outcomes and financial information; widely used and essential in increasing information sharing and efficiency |
| Network Administration | No network/PC administrators on staff | Network is administrated by regular staff | Technicians are on staff for network administration | Data and network are administrated by professional technicians or network administrators on staff on an ongoing basis |
| Software | Limited/no use of software in day-to-day activity | Software is used for only basic features, or only occasionally by staff | Limited use of active development tools/ programs; All staff know how to use of software | Have commercial analytical software and Office Suite; Well-designed, clear, and well accepted system; The organization has developed own software for themselves |

| PROGRAM BUDGET | | | | |
|---|--|---|--|--|
| | 1 Clear need for increased capacity | 2 Basic level of capacity in place | 3 Moderate level of capacity in place | 4 High level of capacity in place |
| Program budget development and utilization | Agency has no system for developing the program budget | Agency has a limited system for utilizing information to develop the program budget. No performance data is used for the development of the program budget. | Agency has a simple system for budget development and occasionally utilizes performance measurement data to design program budgeting | Agency has a well-designed and informed program budget development process. The program budget is utilized as the agency has determined. Performance measurement data is extensively utilized to design program budgeting. |

1. Confidentiality Checklist

| Agency | Confidentiality | | | | | | | |
|--|-----------------|----------------|------------------|---------------------------|------------------|----------------------|----------------|------------------|
| | Password | Privacy filter | Back-up protocol | Confidentiality agreement | Regular training | Maintenance policies | Paper shredder | Secure recycling |
| Big Brothers Big Sisters of Central Missouri | Y | N | Y | Y | N | Y | Y | N |
| Boonslick Heartland YMCA | Y | N | Y | N | N | Y | Y | N |
| Boy Scout - Great Rivers Council | Y | N | Y | Y | N | Y | Y | N |
| Boys & Girls Club | Y | N | Y | Y | Y | Y | Y | N |
| Centro Latino | Y | N | N | Y | Y | Y | N | N |
| CHA Low-Income Services, Inc. | Y | Y | Y | Y | Y | Y | Y | N |
| Community Playground, Inc. (Fun City) | Y | N | Y | Y | Y | Y | Y | N |
| Family Counseling Center of Missouri | Y | Y | Y | Y | Y | Y | Y | Y |
| Great Circle (Boys & Girls Town of Missouri) | Y | N | Y | Y | Y | Y | Y | Y |
| Girl Scouts of the Missouri Heartland | Y | N | Y | Y | Y | Y | Y | Y |
| Harrisburg Early Learning Center | Y | N | Y | Y | N | Y | Y | N |
| Job Point | Y | Y | Y | Y | Y | Y | Y | Y |
| Lutheran Family and Children's Services | Y | Y | Y | Y | Y | Y | Y | Y |
| Mary Lee Johnston Community Learning Center | Y | N | Y | Y | Y | Y | Y | N |
| Nora Stewart Early Learning Center | Y | N | Y | Y | Y | Y | Y | N |
| Rainbow House | Y | N | Y | Y | N | Y | Y | Y |
| Services for Independent Living | Y | N | Y | Y | Y | Y | Y | Y |
| The Intersection | Y | N | Y | Y | Y | Y | Y | N |
| University Y | Y | N | Y | N | N | Y | Y | N |
| UCP Child Development Center | Y | N | Y | Y | Y | Y | Y | N |

2. Financial Management

| Agency | Financial Management | | | | | | |
|--|----------------------|---------------------------|---------------------------------------|-----------------------|--------------------|----------|------------------|
| | Financial statement | Form 99N and annual audit | Process for transactions and payables | Controls and policies | Treasurer position | Training | External advisor |
| Big Brothers Big Sisters | Y | Y | Y | Y | Y | Y | Y |
| Boonslick Heartland YMCA | Y | Y | Y | Y | Y | N | Y |
| Boy Scout - Great Rivers Council | Y | Y | Y | Y | Y | N | Y |
| Boys & Girls Club | Y | Y | Y | Y | Y | Y | Y |
| Centro Latino | Y | Y | Y | Y | Y | N | Y |
| CHA Low-Income Services, Inc. | Y | Y | Y | Y | N | Y | Y |
| Community Playground, Inc. (Fun City) | Y | Y | Y | Y | Y | N | Y |
| Family Counseling Center of Missouri | Y | Y | Y | Y | Y | Y | N |
| Great Circle (Boys & Girls Town of Missouri) | Y | Y | Y | Y | Y | Y | Y |
| Girl Scouts of the Missouri Heartland | Y | Y | Y | Y | Y | Y | Y |
| Harrisburg Early Learning Center | Y | Y | Y | Y | Y | N | Y |
| Job Point | Y | Y | Y | Y | Y | N | Y |
| Lutheran Family and Children's Services | Y | Y | Y | Y | Y | Y | Y |
| Mary Lee Johnston Community Learning Center | Y | Y | Y | Y | Y | N | Y |
| Nora Stewart Early Learning Center | Y | Y | Y | Y | Y | N | Y |
| Rainbow House | Y | Y | Y | Y | Y | N | Y |
| Services for Independent Living | Y | Y | Y | Y | Y | N | Y |
| The Intersection | Y | Y | Y | Y | Y | Y | Y |
| University Y | Y | Y | Y | Y | Y | N | Y |
| UCP Child Development Center | Y | Y | Y | Y | Y | Y | Y |

3. Network and Computer Systems

| Agency | Network and Computer Systems | | | | | | | | | |
|--|------------------------------|-------------------------|------------------------|--------------------------|------------------------------|-------------------------|----------|--------------------------|-------------------------|------------------------------------|
| | Network | Non-networked computers | Administrator on staff | Contracted administrator | Back-up protocol for network | Back-up protocol for PC | MS Suite | Commercial Analytical SW | SW developed for agency | Funder provided data management SW |
| Big Brothers Big Sisters of Central Missouri | Y | N | N | Y | Y | Y | Y | N | Y | N |
| Boonslick Heartland YMCA | Y | Y | Volunteer | Volunteer | Y | Y | Y | N | N | N |
| Boy Scout - Great Rivers Council | Y | N | Y | N | Y | N | Y | N | Y | N |
| Boys & Girls Club | Y | Y | N | Y | Y | Y | Y | Y | N | Y |
| Centro Latino | N | Y | N | N | N | Y | Y | N | N | Y |
| CHA Low-Income Services, Inc. | Y | N | Y | Y | Y | Y | Y | Y | N | Y |
| Community Playground, Inc. (Fun City) | N | N | N | N | N | N | Y | N | N | Y |
| Family Counseling Center of Missouri | Y | N | Y | N | Y | Y | Y | Y | Y | Y |
| Great Circle (Boys & Girls Town of Missouri) | Y | Y | Y | Y | Y | Y | Y | Y | Y | Y |
| Girl Scouts of the Missouri Heartland | Y | Y | Y | Y | Y | Y | Y | Y | Y | N |
| Harrisburg Early Learning Center | N | Y | N | N | N | Y | Y | N | N | N |
| Job Point | Y | Y | Y | Y | Y | Y | Y | Y | Y | Y |
| Lutheran Family and Children's Services | Y | N | Y | N | Y | Y | Y | N | N | N |
| Mary Lee Johnston Community Learning Center | N | Y | N | N | Y | Y | N | N | N | N |
| Nora Stewart Early Learning | N | Y | N | N | N | N | Y | N | N | N |
| Rainbow House | Y | Y | N | Y | Y | Y | Y | N | Y | Y |
| Services for Independent Living | Y | N | N | Y | Y | Y | Y | N | N | Y |
| The Intersection | Y | Y | N | N | N | Y | Y | N | N | N |
| University Y | Y | N | N | Y | Y | Y | Y | N | N | Y |
| UCP Child Development Center | N | Y | N | N | N | Y | Y | Y | Y | Y |