

Organization Capacity Evaluation

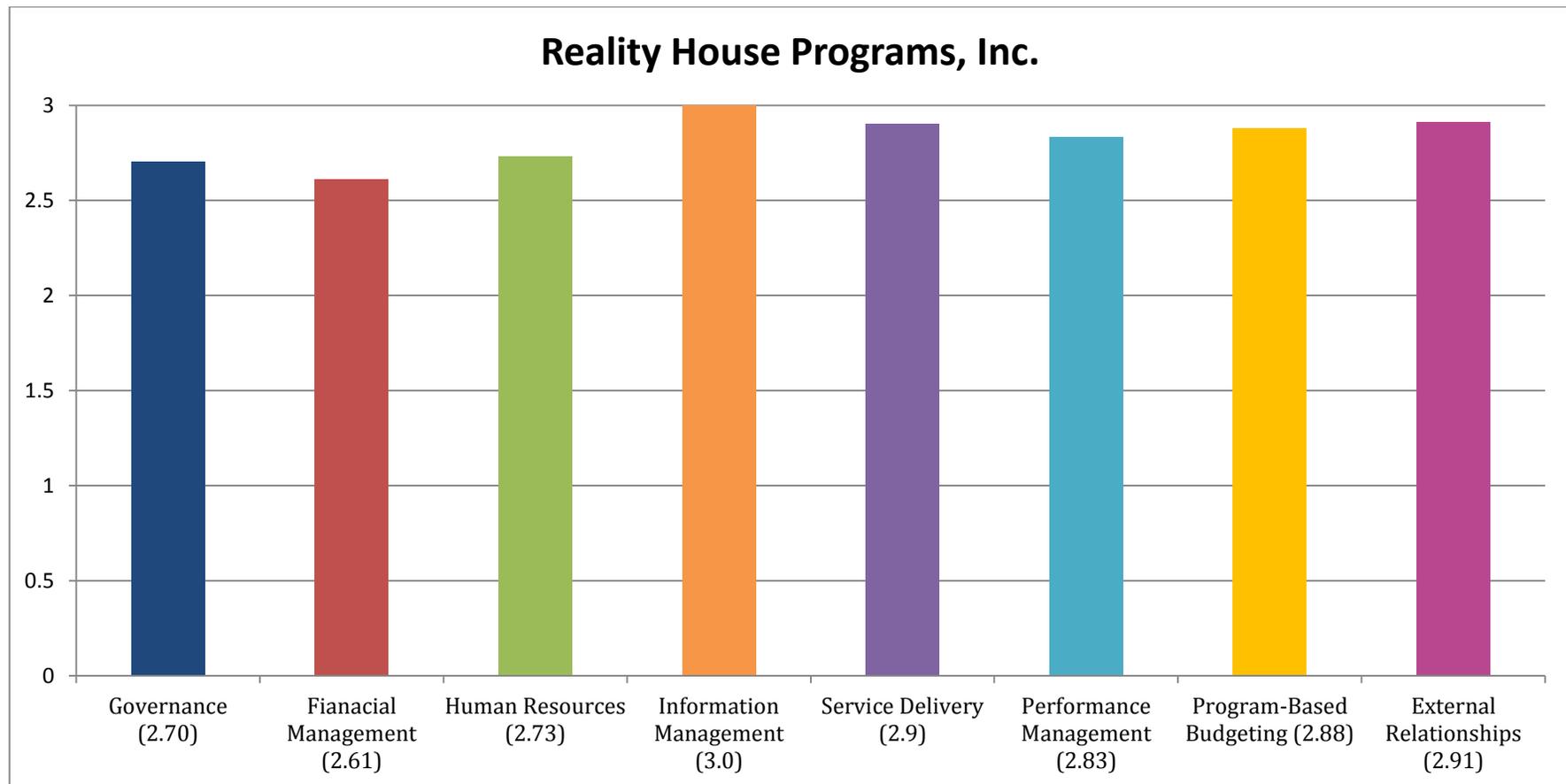
Organization: Reality House Programs, Inc.

Date of Review: August 7th, 2013

Evaluation Valid: July 1, 2013 - June 30, 2016

Overall Evaluation Score: 2.82

Scale
3 = High Level of Capacity
2 = Moderate Level of Capacity
1 = Low Level of Capacity



1. Governance: 2.70

	Response	Subheading Score	Category Score
Mission Statement	High – Clear expression of organization’s reason for existence		3
Vision Statement	High – Vision translates into a clear set of goals used to direct actions and set priorities		3
Board of Directors			
<ul style="list-style-type: none"> • Appropriate number of board members 	Required to have a min. of 3, currently have 10 board members	3	
<ul style="list-style-type: none"> • Average Rate 	Have maintained 10 member board for 3 years	3	
<ul style="list-style-type: none"> • Terms and term limits 	2 year terms, no limit on number of terms	1	
<ul style="list-style-type: none"> • Reflective of demographic served 	No	1	
<ul style="list-style-type: none"> • Role in goal setting and management 	Provides strong direction, support and accountability to leadership	3	
<ul style="list-style-type: none"> • Family/business relationships 	No	3	
<i>Board of Directors Average Score:</i>		14/6=	2.33
Policies and Practices			
<ul style="list-style-type: none"> • Conflict of interest policy 	Yes- Reviewed by evaluator	3	
<ul style="list-style-type: none"> • Whistleblower policy 	Yes- Reviewed by evaluator	3	
<ul style="list-style-type: none"> • Document retention policy 	Yes- Reviewed by evaluator	3	
<ul style="list-style-type: none"> • Business continuity plan 	No	1	
<ul style="list-style-type: none"> • Document meetings and track actions 	Yes – Reviewed by evaluator, Date: 7/19/13	3	
<ul style="list-style-type: none"> • ED hiring process (Review and approval by independent persons, comparability data, and verification of the deliberation and decision) 	1) Review by independent person – Board of Directors 2) No comparability data process indicated 3) Verification of deliberation – meeting minutes	2	
<ul style="list-style-type: none"> • Lobbying written policies and reported on IRS990 	Does not lobby	N/A	

<i>Policies and Practices Average Score:</i>		15/6=	2.5
<i>Governance Capacity Score:</i>		10.66/4=	2.70

2. Financial Management: 2.61

	Response	Subheading Score	Category Score
Policies, Practices, and Procedures			
• Written financial policies and procedures	Yes- Reviewed by evaluator	3	
• Accountability standards or practices and controls to ensure accuracy	Separation of duties, performance to budget regularly monitored, billing and receivables reviewed and reported	3	
• Accrual basis accounting	Yes	3	
<i>Policies, Practices, and Procedures Average Score:</i>		9/3=	3.0
Oversight			
• Person Responsible for daily fiscal management	Administrative Director	Report	
• Is this person dedicated to fiscal management	No	1	
• Who is responsible for budget development	Executive Director	Report	
• Treasurer	Yes – works with staff to prepare and review financial information	2	
• Board oversight	Financial records are prepared and presented by the ED at 9 meetings annually	Report	
• Annual review overseen by board	Yes	3	
• Form 990 provided to the Board of Directors	Yes	3	
<i>Oversight Average Score:</i>		9/4=	2.25
Insurance			
• Workers' compensation	Yes	3	
• Business Auto Liability	Yes	3	
• Commercial/General Liability	Yes	3	
• Directors and Officers Liability	No	1	

• Professional Liability	Yes	3	
<i>Insurance Average Score:</i>		13/5=	2.6
<i>Financial Management Capacity Score:</i>		7.85/3=	2.61

3. Human Resources: 2.73

	Response	Subheading Score	Category Score
Employment Policies and Practices			
• Written personnel policies	Yes- Reviewed by evaluator	3	
• Non-discrimination policy	Yes- Reviewed by evaluator	3	
• Affirmative Action Plan	Yes- Reviewed by evaluator	3	
• Workforce reflective of demographic served	Yes – Determined by % of racial and gender makeup	3	
• Labor laws clearly posted	Yes – Observed by evaluator	3	
• Criminal background checks on employees	Yes	3	
• Abuse and neglect checks	Yes	3	
• How often conducted	At employment and contract renewal	Report	
<i>Employment Policies and Practices Average Score:</i>		21/7=	3.0
Staff Training and Development			
• New employee orientation	Yes	3	
• Staff Development Plan	Yes- Reviewed by evaluator	3	
• Leadership Development Plan	No	1	
• Succession Plan	No	1	
• License and certification	License and certification requirements are adhered to	3	
<i>Staff Training and Development Average Score:</i>		11/5=	2.2
Volunteers			
• Screened and trained	Background checks, screenings, and training	3	

<ul style="list-style-type: none"> How are volunteers utilized 	Church and library volunteers, interns and practicum students from all three colleges	Report	
<i>Volunteers Average Score:</i>		3/1=	3.0
<i>Human Resources Capacity Score:</i>		8.2/3=	2.73

4. Information Management: 3.0

		Subheading Score	Category Score
Policies and Procedures			
<ul style="list-style-type: none"> Retention and destruction schedule 	Yes- Reviewed by evaluator	3	
<ul style="list-style-type: none"> Funder requirements incorporated 	Yes	3	
<ul style="list-style-type: none"> Identify the records custodian 	Human Resources Manager	Report	
<i>Policies and Procedures Average Score:</i>		6/2=	3.0
Data Management			
<ul style="list-style-type: none"> Client program and participation data 	Yes	Report	
<ul style="list-style-type: none"> Volunteer applications and records 	Yes	Report	
<ul style="list-style-type: none"> Personnel records 	Yes	Report	
<ul style="list-style-type: none"> Financial records 	Yes	Report	
<ul style="list-style-type: none"> Donor and contribution records 	Yes	Report	
<ul style="list-style-type: none"> Mailing list 	Yes	Report	
<ul style="list-style-type: none"> Workflow description 	Yes	Report	
<ul style="list-style-type: none"> Inventory of hardware and software 	Yes	Report	
<ul style="list-style-type: none"> Disaster readiness or recovery plan 	Yes	Report	
<i>Data Collection Score:</i>		9 of 9 = High	3.0
<ul style="list-style-type: none"> Who has access to program data 	Administrative staff and directors	3	
<ul style="list-style-type: none"> Is program data backed-up 	Yes	3	
<ul style="list-style-type: none"> Validity and reliability 	High - organization has systems in place to ensure reliability and validity	3	

• Data retained in accordance with policy	Yes	3	
<i>Program Data Management Average Score:</i>		12/4=	3.0
Confidentiality			
• Confidentiality policies and procedures	Yes	3	
• Confidentiality agreement for:			
○ Employees	Yes- Reviewed by evaluator	3	
○ Volunteers	Yes- Reviewed by evaluator	3	
○ Board members	Yes- Reviewed by evaluator	3	
• How often are they renewed	Following procedural changes at State or Federal level	Report	
• Regular Trainings	Yes, annual trainings	3	
• Individual passwords for each computer	Yes	3	
• Privacy filters for monitors	Yes	3	
• Back-up protocol for collected data	Yes	3	
• Utilize paper shredders and/or secure recycling	Yes-both	3	
• Other steps and report	Separate offices for counseling	Report	
<i>Confidentiality Average Score:</i>		27/9=	3.0
Systems and Infrastructure			
• Meets current and anticipated needs	Yes	3	
• Challenges	Would like to have electronic records	Report	
• Upgrades in next 2 years	Exploring possibility of electronic records	Report	
• Off-site data storage	Yes	3	
• Data management software	Microsoft Access, ODM	Report	
• Network computer system	Yes	3	
• Network administrator on staff	Yes	3	
• Network back-up protocol	Yes	3	
• Utilize the following:			
○ Microsoft Office Suite	Yes	Report	
○ Commercial analytical software	No	Report	
• Rate systems for:			
○ Data Collection	High	3	
○ Data Management	High	3	

○ Data Reporting	High	3	
○ Data Storage	High	3	
<i>Systems and Infrastructure Average Score:</i>		27/9=	3.0
<i>Information Systems Capacity Score:</i>		15/5=	3.0

5. Service Delivery: 2.9

	Response	Subheading Score	Category Score
Program Services			
<ul style="list-style-type: none"> • Most successful aspect of program(s) 	Housing for a hard-to-house population, including a women's house. Providing counseling and supportive services	Report	
<ul style="list-style-type: none"> • Barriers 	Recently addressed the women's housing issue and an accessibility issue at one of the houses	Report	
Infrastructure			
<ul style="list-style-type: none"> • Meet current and anticipated needs 	Yes	3	
<ul style="list-style-type: none"> • Rate capacity for <ul style="list-style-type: none"> ○ Office building and meeting space ○ Parking ○ Storage 	High High Moderate	Report Report Report	
<i>Infrastructure Average Score:</i>		3/1=	3.0
Policies, Practices, and Procedure			
<ul style="list-style-type: none"> • ADA Compliance and documentation 	Yes- Reviewed by evaluator Determined by: architect specifications and City codes	3	
<ul style="list-style-type: none"> • Written non-discrimination in public accommodations 	Yes- Reviewed by evaluator	3	
<ul style="list-style-type: none"> • Fulfill staffing ratios 	Yes	3	

• Do you solicit feedback from participants	No – Staff is on-call to deal with issues but does not solicit feedback	2	
• Customer grievance process	Yes- Reviewed by evaluator	3	
<i>Policies, Practices, and Procedure Average Score:</i>		14/5=	2.8
<i>Service Delivery Capacity Score:</i>		5.8/2=	2.9

6. Performance Management: 2.83

	Response	Subheading Score	Capacity Score
Performance Management			
• Barriers and challenges	No barriers or challenges	Report	
• Utilized to guide programming	Address issues, improve service delivery	2	
• Consistent with other funders	Yes	Report	
• Communicated to board	Yes	3	
• Communicated to staff and volunteers	Yes	3	
• Rate systems for <ul style="list-style-type: none"> ○ Monitoring performance ○ Reporting performance ○ Utilizing performance for evaluation and planning 	High High High	3 3 3	
<i>Performance Management Capacity Score:</i>		17/6=	2.83

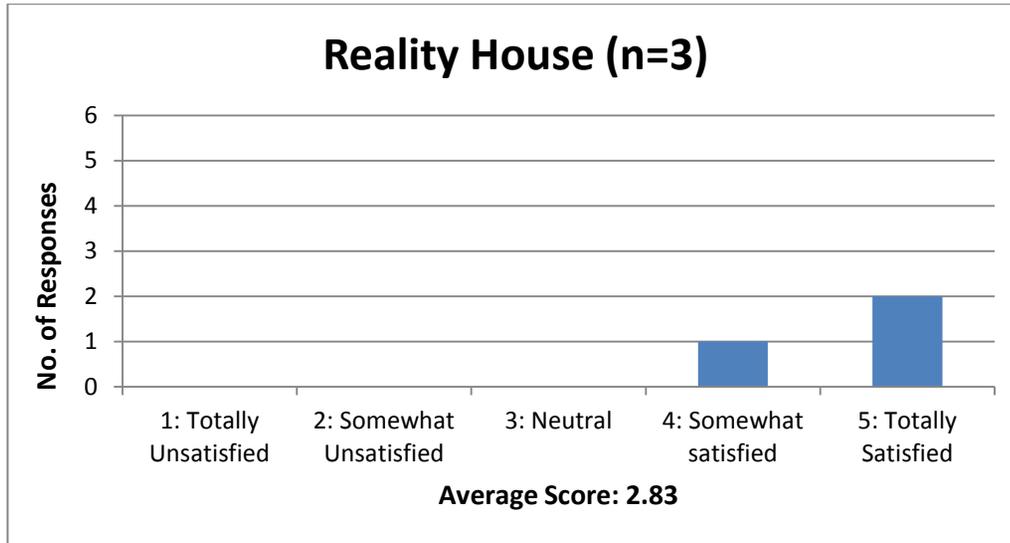
7. Program-Based Budgeting: 2.88

	Response	Subheading Score	Capacity Score
Program-Based Budgeting			
<ul style="list-style-type: none"> Procedures for developing and monitoring program budgets 	High - Well-designed and informed budget development process, utilizes historical and performance data, budgets are rigorously managed and adhered to	3	
<ul style="list-style-type: none"> Does the process cover projected: <ul style="list-style-type: none"> Ongoing revenues and expenditures Occasional or special revenues and expenditures Capital expenditures 	Yes - all included	3	
<ul style="list-style-type: none"> Board members utilized 	Yes	3	
<ul style="list-style-type: none"> Annual program budgets tied to annual operational plan 	Yes	3	
<ul style="list-style-type: none"> Who is responsible for oversight 	Executive Director	Report	
<ul style="list-style-type: none"> Rate systems for: <ul style="list-style-type: none"> Developing program budgets Assessing data to recognize trends Working with staff to understand budgets Working with the board to understand budgets Accurately forecasting change in the budget 	<p>High</p> <p>High</p> <p>Moderate</p> <p>High</p> <p>High</p>	<p>3</p> <p>3</p> <p>2</p> <p>3</p> <p>3</p>	
Program Based-budgeting Capacity Score:		26/9=	2.88

8. External Relationships: 2.91

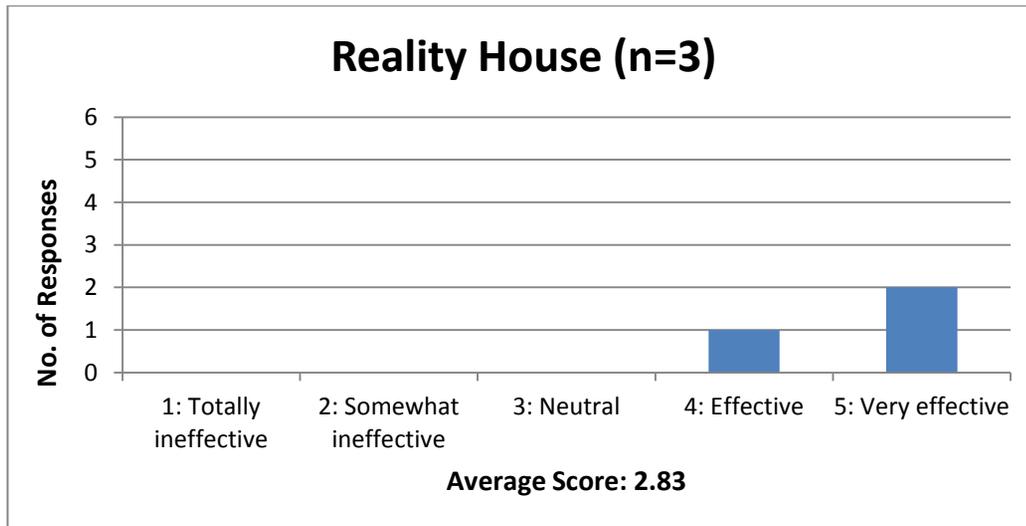
	Response	Subheading Score	Capacity Score
External Relationships			
<ul style="list-style-type: none"> • Collaboration 	Organization maintains strong, high-impact relationships with a variety of relevant partners	3	
<ul style="list-style-type: none"> • Widely known and perceived to be engaged 	Yes	3	
<ul style="list-style-type: none"> • External Partner Feedback <ul style="list-style-type: none"> ○ Satisfaction ○ Effectiveness ○ Comments 	See Attached	2.83 2.83	
<i>External Relationships Capacity Score:</i>		11.66/4=	2.91

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



Scale
3.0 = Totally satisfied
2.5 = Somewhat satisfied
2.0 = Neutral
1.5 = Somewhat unsatisfied
1.0 = Totally unsatisfied

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



Scale
3.0 = Very effective
2.5 = Effective
2.0 = Neutral
1.5 = Somewhat ineffective
1.0 = Totally ineffective

Comments:

Reality House provides services that are vital and ongoing, and they are very responsive to the needs of their partners. Their services are unique and fill a gap that I do not believe is always recognized by the community but meets urgent public safety needs.

We enjoy and value our partnership with The Reality House.

Provide a good continuum of services for their clients at risk.