

Organization Capacity Evaluation

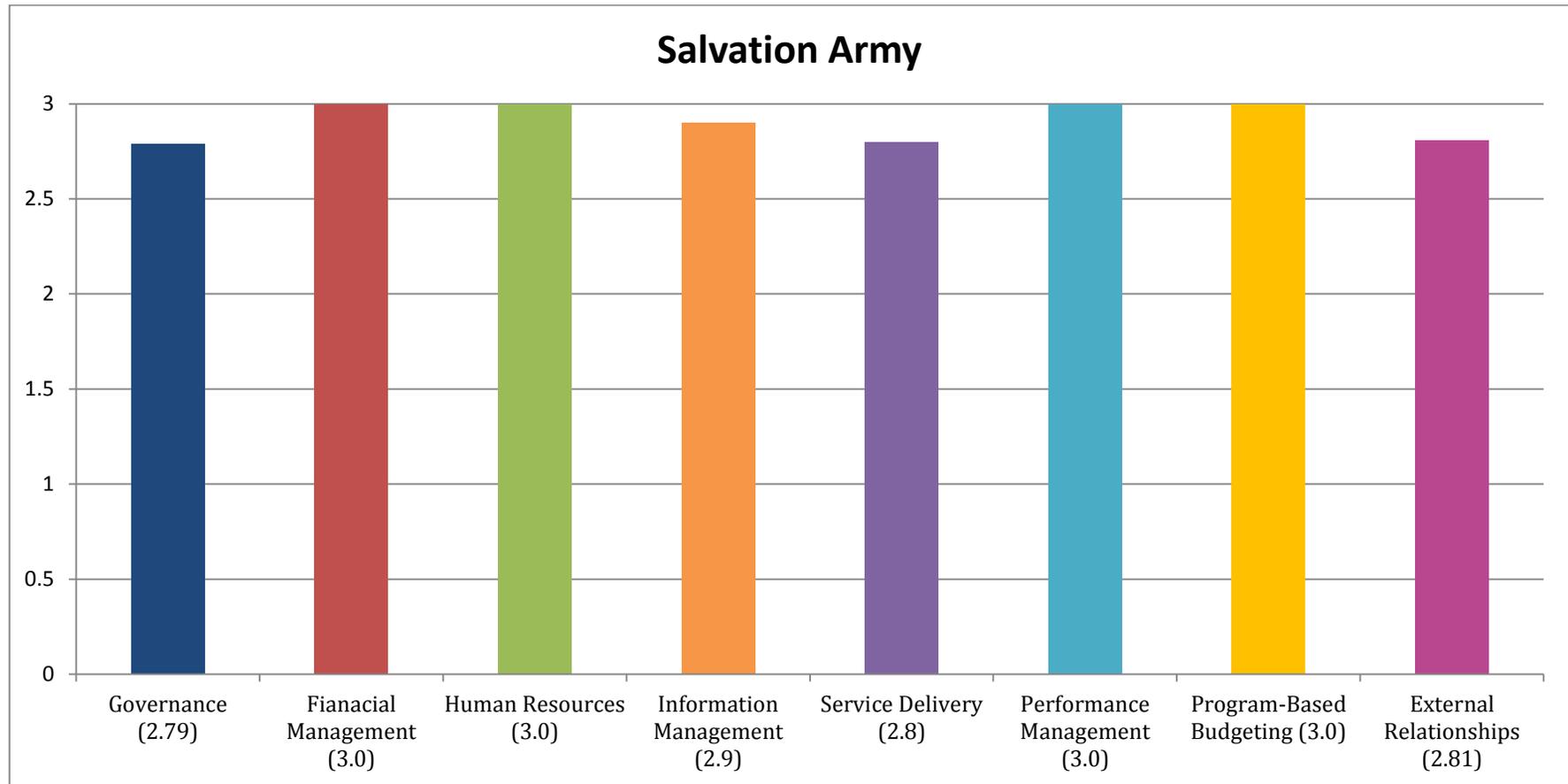
Organization: Salvation Army

Date of Review: August 21st, 2013

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

Overall Evaluation Score: 2.91

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



1. Governance: 2.79

	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 14, currently have 18 members	3	
<ul style="list-style-type: none"> • Average Rate 	Have maintained 18-20 for the last 3 years	3	
<ul style="list-style-type: none"> • Terms and term limits 	3 year terms, no limit on number of terms	1	
<ul style="list-style-type: none"> • Reflective of demographic served 	Yes – determined by % of racial and gender representation, the organization actively seeks a diverse board	3	
<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>		16/6=	2.66
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: 5/16/13	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) 	<ol style="list-style-type: none"> 1) Review by independent persons – 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
Governance Capacity Score:		11.16/4=	2.79

2. Financial Management: 3.0

	Response	Subheading Score	Category Score
Policies, Practices, and Procedures			
<ul style="list-style-type: none"> Written financial policies and procedures 	Yes- Reviewed by evaluator	3	
<ul style="list-style-type: none"> Accountability standards or practices and controls to ensure accuracy 	Annual internal audit, purchase approvals, separation of duties	3	
<ul style="list-style-type: none"> Accrual basis accounting 	Yes	3	
<i>Policies, Practices, and Procedures Average Score:</i>		9/3=	3.0
Oversight			
<ul style="list-style-type: none"> Person Responsible for daily fiscal management 	Business Administrator	Report	
<ul style="list-style-type: none"> Is this person dedicated to fiscal management 	Yes	3	
<ul style="list-style-type: none"> Who is responsible for budget development 	Business Administrator develops with department heads, and gives to the Majors to review, approved by the board and then sent to District Head Quarters for final approval	Report	
<ul style="list-style-type: none"> Treasurer 	Yes – Head of financial committee, plays an active role	3	
<ul style="list-style-type: none"> Board oversight 	Financial records are prepared and presented by the head of the financial committee at monthly meetings	Report	
<ul style="list-style-type: none"> Annual review overseen by board 	Yes	3	
<ul style="list-style-type: none"> Form 990 provided to the Board of Directors 	N/A – exempt from filing a 990 as a “church or convention or association of churches”	N/A	

<i>Oversight Average Score:</i>		9/3=	3.0
Insurance			
• Workers' compensation	Yes	3	
• Business Auto Liability	Yes	3	
• Commercial/General Liability	Yes	3	
• Directors and Officers Liability	Yes	3	
• Professional Liability	N/A – no licensed staff	N/A	
<i>Insurance Average Score:</i>		12/4=	3.0
<i>Financial Management Capacity Score:</i>		9/3=	3.0

3. Human Resources: 3.0

	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 random checks on driver’s licenses	3	
<i>Employment Policies and Practices Average Score:</i>		24/8=	3.0
Staff Training and Development			
• New employee orientation	Yes	3	
• Staff Development Plan	Yes- Reviewed by evaluator	3	
• Leadership Development Plan	Yes- Reviewed by evaluator	3	
• Succession Plan	Yes- Reviewed by evaluator	3	
• License and certification	Requirements are adhered to	3	
<i>Staff Training and Development Average Score:</i>		15/5=	3.0
Volunteers			
• Screened and trained	Applications, background checks and references, screenings, and training	3	
• How are volunteers utilized	Staff volunteers, program specific volunteers, bell ringers, some groups volunteer for one time projects	Report	
<i>Volunteers Average Score:</i>		3/1=	3.0
<i>Human Resources Capacity Score:</i>		9/3=	3.0

4. Information Management: 2.9

		Subheading Score	Category Score
Policies and Procedures			
• Retention and destruction policies	Yes- Reviewed by evaluator	3	
• Funder requirements incorporated	Yes	3	
• Identify the records custodian	Human Resources in St. Louis	Report	
<i>Policies and Procedures Average Score:</i>		6/2=	3.0
Data Management			
• Client program and participation data	Yes	Report	
• Volunteer applications and records	Yes	Report	
• Personnel records	Yes	Report	
• Financial records	Yes	Report	
• Donor and contribution records	Yes	Report	
• Mailing list	Yes	Report	
• Workflow description	Yes	Report	
• Inventory of hardware and software	Yes	Report	
• Disaster readiness or recovery plan	Yes	Report	
<i>Data Collection Score:</i>		9 of 9 = High	3.0
• Who has access to program data	Administrative staff, case manager, business administrator, grant writer	3	
• Is program data backed-up	Yes	3	
• 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:			

<ul style="list-style-type: none"> ○ Employees ○ Volunteers ○ Board members 	<p>Yes- Reviewed by evaluator Yes- Reviewed by evaluator Yes- Reviewed by evaluator</p>	<p>3 3 3</p>	
<ul style="list-style-type: none"> • How often are they renewed 	At employment only	Report	
<ul style="list-style-type: none"> • Regular Trainings 	Yes	3	
<ul style="list-style-type: none"> • Individual passwords for each computer 	Yes	3	
<ul style="list-style-type: none"> • Privacy filters for monitors 	Yes	3	
<ul style="list-style-type: none"> • Back-up protocol for collected data 	Yes	3	
<ul style="list-style-type: none"> • Utilize paper shredders and/or secure recycling 	Yes - both	3	
<i>Confidentiality Average Score:</i>		27/9=	3.0
Systems and Infrastructure			
<ul style="list-style-type: none"> • Meets current and anticipated needs 	Yes	3	
<ul style="list-style-type: none"> • Challenges 	Offsite tech support	Report	
<ul style="list-style-type: none"> • Upgrades in next 2 years 	XP computers will be replaced by April	Report	
<ul style="list-style-type: none"> • Off-site data storage 	No	1	
<ul style="list-style-type: none"> • Data management software 	HMIS, ODM, E-SNAPS	Report	
<ul style="list-style-type: none"> • Network computer system 	Yes	3	
<ul style="list-style-type: none"> • Network administrator on staff 	No	1	
<ul style="list-style-type: none"> • Network back-up protocol 	Yes	3	
<ul style="list-style-type: none"> • Utilize the following: <ul style="list-style-type: none"> ○ Microsoft Office Suite ○ Commercial analytical software 	<p>Yes No</p>	<p>Report Report</p>	
<ul style="list-style-type: none"> • Rate systems for: 			
<ul style="list-style-type: none"> ○ Data Collection 	High	3	
<ul style="list-style-type: none"> ○ Data Management 	High	3	
<ul style="list-style-type: none"> ○ Data Reporting 	High	3	
<ul style="list-style-type: none"> ○ Data Storage 	High	3	
<i>Systems and Infrastructure Average Score:</i>		23/9=	2.5
<i>Information Systems Capacity Score:</i>		14.5/5=	2.9

5. Service Delivery: 2.8

	Response	Subheading Score	Category Score
Program Services			
<ul style="list-style-type: none"> • Most successful aspect of program(s) 	Life skills classes, stabilization in a safe environment, case management that provides wrap around services	Report	
<ul style="list-style-type: none"> • Barriers 	Mental health issues with clients, often they cannot afford medication or doctor visits, finding and getting to employment, also very hard to track residents after they leave	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 	Office- High, Meeting Space – Moderate 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, Troy Balthazar with ADA Center recently completed an ADA compliance audit and reported primary areas meet accessibility requirements	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 	No – do not have the funding to have two shelter monitors at night as recommended by the Territory	1	

• Do you solicit feedback from participants	House meetings, suggestion box, client surveys, attempt to track clients after they leave	3	
• Customer grievance process	Yes- Reviewed by evaluator	3	
<i>Policies, Practices, and Procedure Average Score:</i>		13/5=	2.6
<i>Service Delivery Capacity Score:</i>		5.6/2=	2.8

6. Performance Management: 3.0

	Response	Subheading Score	Capacity Score
Performance Management			
• Barriers and challenges	No barriers or challenges	Report	
• Utilized to guide programming	Focus staff on shared goals, help organization compete for resources, identify effective practices, work toward excellence in service delivery	3	
• 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>		18/6=	3.0

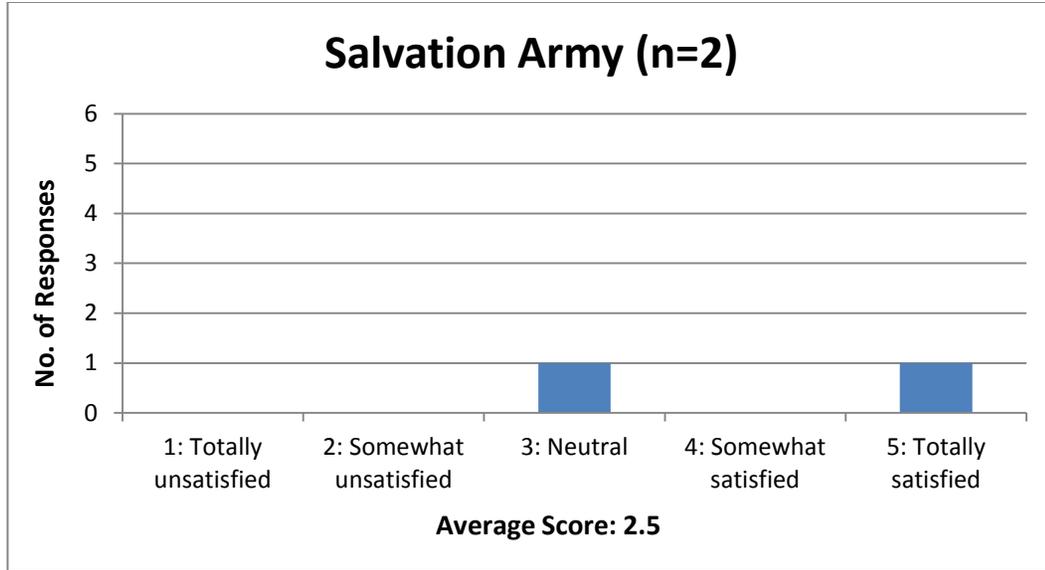
7. Program-Based Budgeting: 3.0

	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, use historical data and performance measurement data to design program budget, 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 	Business Administrator	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 board to understand budgets Accurately forecasting change in the budget 	<p>High</p> <p>High</p> <p>High</p> <p>High</p> <p>High</p>	<p>3</p> <p>3</p> <p>3</p> <p>3</p> <p>3</p>	
Program Based-budgeting Capacity Score:		27/9=	3.0

8. External Relationships: 2.81

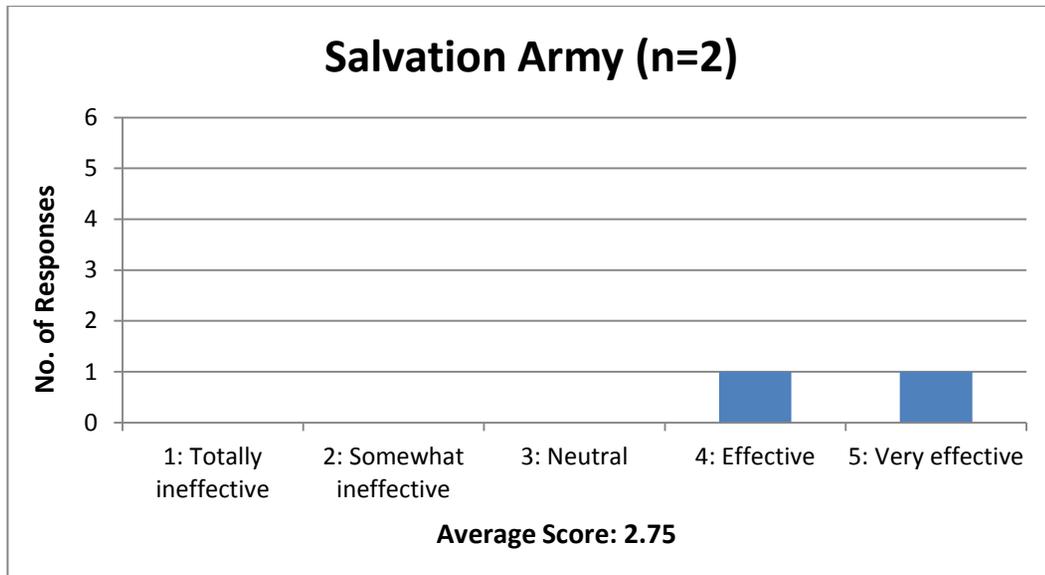
	Response	Subheading Score	Capacity Score
External Relationships			
<ul style="list-style-type: none"> • Collaboration 	Organization maintains strong, high-impact relationships with a variety of partners	3	
<ul style="list-style-type: none"> • Widely known and perceived to be engaged 	Yes	3	
<ul style="list-style-type: none"> • External Partner Feedback <ul style="list-style-type: none"> ○ Satisfaction ○ Effectiveness ○ Comments 	See Attached	2.5 2.75	
<i>External Relationships Capacity Score:</i>		11.25/4=	2.81

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:

Their job of providing and caring for those most at risk is a job not many are willing or able to do. They help and reach out to those less fortunate with food and lodging, and meet their needs. Our community would be at a loss if the Salvation Army was not here.

An important part of the continuum of basic needs services in the Boone County Area.