

# Organization Capacity Evaluation

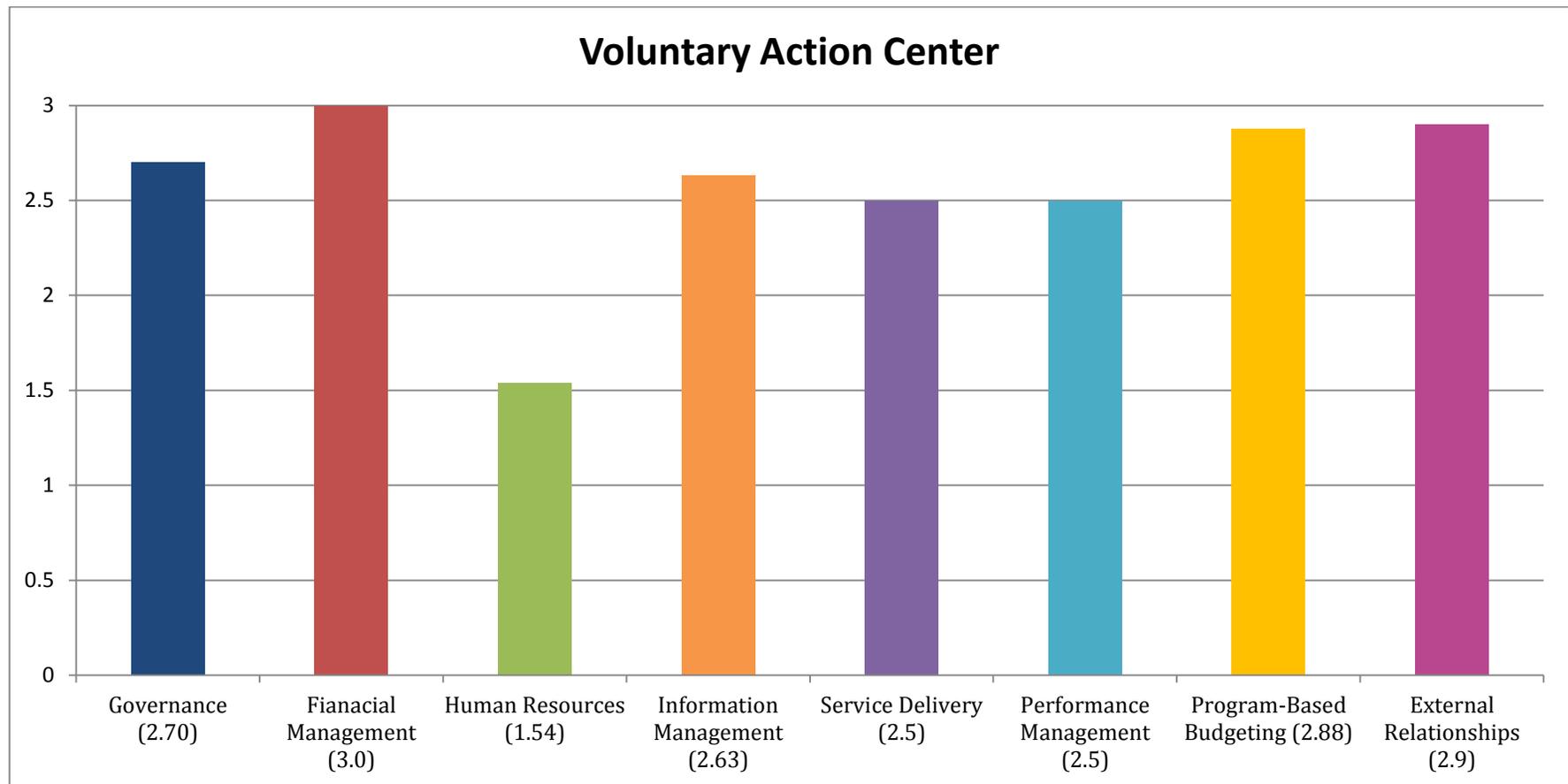
Organization: Voluntary Action Center

Date of Review: August 16<sup>th</sup>, 2013

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

Overall Evaluation Score: 2.58

**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
<b>Mission Statement</b>	High – Clear expression of organization’s reason for existence		<b>3</b>
<b>Vision Statement</b>	High – Vision translates into a clear set of goals used to direct actions and set priorities		<b>3</b>
<b>Board of Directors</b>			
• Appropriate number of board members	Maximum of 27 members, currently have 20	3	
• Average Rate	Have maintained 20-25 for the last few years	3	
• Terms and term limits	3 year terms, allowed to serve 2 terms in a row	3	
• Reflective of demographic served	No	1	
• Role in goal setting and management	Provides occasional direction and support; informed about all material matters in a timely manner	2	
• Family/business relationships	No	3	
<i>Board of Directors Average Score:</i>		15/6=	<b>2.5</b>
<b>Policies and Practices</b>			
• Conflict of interest policy	Yes – Reviewed by evaluator	3	
• Whistleblower policy	No	1	
• Document retention policy	Yes- Reviewed by evaluator	3	
• Business continuity plan	No	1	
• Document meetings and track actions	Yes – Reviewed by evaluator, Date: 7/10/13	3	
• ED hiring process (Review and approval by independent persons, comparability data, and verification of the deliberation and decision)	1. Review and approval by independent persons – Board of Directors 2. Comparability data utilized 3. Verification of deliberation and decision – meeting minutes	3	
• Lobbying written policies and reported on IRS990	Does not lobby	N/A	

<i>Policies and Practices Average Score:</i>		14/6=	<b>2.33</b>
<b><i>Governance Capacity Score:</i></b>		<b>10.83/4=</b>	<b>2.70</b>

## 2. Financial Management: 3.0

	Response	Subheading Score	Category Score
<b>Policies, Practices, and Procedures</b>			
<ul style="list-style-type: none"> <li>Written financial policies and procedures</li> </ul>	Yes- Reviewed by evaluator	3	
<ul style="list-style-type: none"> <li>Accountability standards or practices and controls to ensure accuracy</li> </ul>	Solid financial accountability standards and processes in place, budget integrated into full operations	3	
<ul style="list-style-type: none"> <li>Accrual basis accounting</li> </ul>	Yes	3	
<i>Policies, Practices, and Procedures Average Score:</i>		9/3=	<b>3.0</b>
<b>Oversight</b>			
<ul style="list-style-type: none"> <li>Person Responsible for daily fiscal management</li> </ul>	Financial Administrator	Report	
<ul style="list-style-type: none"> <li>Is this person dedicated to fiscal management</li> </ul>	Yes	3	
<ul style="list-style-type: none"> <li>Who is responsible for budget development</li> </ul>	Executive Director and Financial Administrator	Report	
<ul style="list-style-type: none"> <li>Treasurer</li> </ul>	Yes – Active Treasurer	3	
<ul style="list-style-type: none"> <li>Board oversight</li> </ul>	Financial records are prepared by Financial Administrator and presented to the Treasure and Finance Committee. The Treasurer presents the financial information to the board at 10 monthly meetings	Report	
<ul style="list-style-type: none"> <li>Annual review overseen board</li> </ul>	Yes – Finance Committee	3	
<ul style="list-style-type: none"> <li>Form 990 provided to the Board of Directors</li> </ul>	Yes	3	
<i>Oversight Average Score:</i>		12/4=	<b>3.0</b>
<b>Insurance</b>			

• Workers' compensation	Yes	3	
• Business Auto Liability	N/A – no vehicles	N/A	
• 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>		9/3=	<b>3.0</b>
<b>Financial Management Capacity Score:</b>		<b>9/3=</b>	<b>3.0</b>

### 3. Human Resources: 1.54

	Response	Subheading Score	Category Score
<b>Employment Policies and Practices</b>			
• Written personnel policies	Yes- Reviewed by evaluator	3	
• Non-discrimination policy	Yes- Reviewed by evaluator	3	
• Affirmative Action Plan	No	1	
• Workforce reflective of demographic served	No	1	
• Labor laws clearly posted	Yes – Observed by evaluator	3	
• Criminal background checks on employees	Yes - for Executive Director and Financial Administrator	3	
• Abuse and neglect checks	No	1	
• How often conducted?	At employment	Report	
<i>Employment Policies and Practices Average Score:</i>		15/7=	<b>2.14</b>
<b>Staff Training and Development</b>			
• New employee orientation	Yes	3	
• Staff Development Plan	No	1	
• Leadership Development Plan	No	1	
• Succession Plan	No	1	
• License and certification	N/A	N/A	

<i>Staff Training and Development Average Score:</i>		6/4=	<b>1.5</b>
<b>Volunteers</b>			
• Screened and trained	No	1	
• How are volunteers utilized	With specific programming and in-office tasks	Report	
<i>Volunteers Average Score:</i>		1/1=	<b>1.0</b>
<b>Human Resources Capacity Score:</b>		<b>4.64/3=</b>	<b>1.54</b>

#### 4. Information Management: 2.68

		Subheading Score	Category Score
<b>Policies and Procedures</b>			
• Retention and destruction policies	Yes- Reviewed by evaluator	3	
• Funder requirements incorporated	Yes	3	
• Identify the records custodian	Financial Administrator	Report	
<i>Policies and Procedures Average Score:</i>		6/2=	<b>3.0</b>
<b>Data Management</b>			
• 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	No	Report	
• Inventory of hardware and software	Yes	Report	
• Disaster readiness or recovery plan	Yes	Report	

<i>Data Collection Score:</i>	8 of 9 = High		<b>3.0</b>
• Who has access to program data	All employees and interns	3	
• Is program data backed-up	Yes	3	
• Validity and reliability	Moderate – The organization strives to ensure validity and reliability	2	
• Data retained in accordance with policy?	Yes	3	
<i>Program Data Management Average Score:</i>		11/4=	<b>2.75</b>
<b>Confidentiality</b>			
• 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	At employment only	Report	
• Regular Trainings	No	1	
• Individual passwords for each computer	No – individual passwords for each employee	1	
• Privacy filters for monitors	No	1	
• Back-up protocol for collected data	Yes	3	
• Utilize paper shredders and/or secure recycling	Yes – both	3	
<i>Confidentiality Average Score:</i>		21/9=	<b>2.33</b>
<b>Systems and Infrastructure</b>			
• Meets current and anticipated needs	Yes	3	
• Challenges	Operating system will be updated by next April, probably need to update hardware	Report	
• Upgrades in next 2 years	Yes	Report	
• Off-site data storage	Yes	3	
• Data management software	ODM	Report	
• Network computer system	Yes	3	
• Network administrator on staff	No	1	
• Network back-up protocol	Yes	3	
• Utilize the following:			

○ Microsoft Office Suite	Yes	Report	
○ Commercial analytical software	No	Report	
• Rate systems for:			
○ Data Collection	Moderate	2	
○ Data Management	Moderate	2	
○ Data Reporting	Moderate	2	
○ Data Storage	Moderate	2	
<i>Systems and Infrastructure Average Score:</i>		21/9=	<b>2.33</b>
<b><i>Information Systems Capacity Score:</i></b>		<b>13.41/5=</b>	<b>2.68</b>

## 5. Service Delivery: 2.5

	Response	Subheading Score	Category Score
<b>Program Services</b>			
<ul style="list-style-type: none"> <li>• Most successful aspect of program(s)</li> </ul>	Will pilot service facilitation in the future to address individual family needs with regular follow-up	Report	
<ul style="list-style-type: none"> <li>• Barriers</li> </ul>	Capacity to move beyond where they are and find ways to be more efficient with other service providers in the community	Report	
<b>Infrastructure</b>			
<ul style="list-style-type: none"> <li>• Meet current and anticipated needs</li> </ul>	Yes	3	
<ul style="list-style-type: none"> <li>• Rate capacity for               <ul style="list-style-type: none"> <li>○ Office building and meeting space</li> <li>○ Parking</li> <li>○ Storage</li> </ul> </li> </ul>	Moderate Moderate Low	Report Report Report	
<i>Infrastructure Average Score:</i>		3/1=	<b>3.0</b>
<b>Policies, Practices, and Procedure</b>			
<ul style="list-style-type: none"> <li>• ADA Compliance and documentation</li> </ul>	No -Executive Director believes they are but does not have documentation to prove compliance	1	
<ul style="list-style-type: none"> <li>• Written non-discrimination in public accommodations</li> </ul>	No	1	
<ul style="list-style-type: none"> <li>• Fulfilling staffing ratios</li> </ul>	N/A	N/A	
<ul style="list-style-type: none"> <li>• Do you solicit feedback from participants</li> </ul>	Yes – phone surveys done regularly	3	
<ul style="list-style-type: none"> <li>• Customer grievance process</li> </ul>	Yes- Reviewed by evaluator	3	
<i>Policies, Practices, and Procedure Average Score:</i>		8/4=	<b>2.0</b>
<b><i>Service Delivery Capacity Score:</i></b>		<b>5/2=</b>	<b>2.5</b>

## 6. Performance Management: 2.5

	Response	Subheading Score	Capacity Score
<b>Performance Management</b>			
<ul style="list-style-type: none"> <li>Barriers and challenges</li> </ul>	Very hard to get outcome information for their clients	Report	
<ul style="list-style-type: none"> <li>Utilized to guide programming</li> </ul>	Identify effective practices, improve service delivery, communicate results to stakeholders	3	
<ul style="list-style-type: none"> <li>Consistent with other funders</li> </ul>	Yes	Report	
<ul style="list-style-type: none"> <li>Communicated to board</li> </ul>	Yes	3	
<ul style="list-style-type: none"> <li>Communicated to staff and volunteers</li> </ul>	Yes	3	
<ul style="list-style-type: none"> <li>Rate systems for               <ul style="list-style-type: none"> <li>Monitoring performance</li> <li>Reporting performance</li> <li>Utilizing performance for evaluation and planning</li> </ul> </li> </ul>	Moderate Moderate Moderate	2 2 2	
<b><i>Performance Management Capacity Score:</i></b>		<b>15/6=</b>	<b>2.5</b>

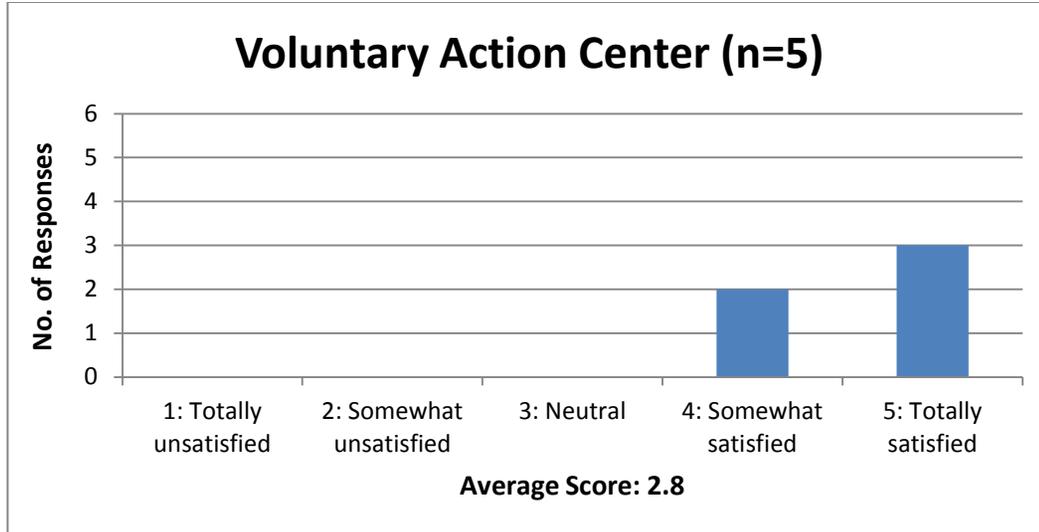
## 7. Program-Based Budgeting: 2.88

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

## 8. External Relationships: 2.9

	Response	Subheading Score	Capacity Score
<b>External Relationships</b>			
<ul style="list-style-type: none"> <li>• Collaboration</li> </ul>	Organization maintains strong, high-impact relationships with a variety of relevant partners. Feels that VAC enhances the services of other partners in the community	3	
<ul style="list-style-type: none"> <li>• Widely known and perceived to be engaged</li> </ul>	Yes	3	
<ul style="list-style-type: none"> <li>• External Partner Feedback               <ul style="list-style-type: none"> <li>○ Satisfaction</li> <li>○ Effectiveness</li> <li>○ Comments</li> </ul> </li> </ul>	See Attached	2.8 2.8	
<b><i>External Relationships Capacity Score:</i></b>		<b>11.6/4=</b>	<b>2.9</b>

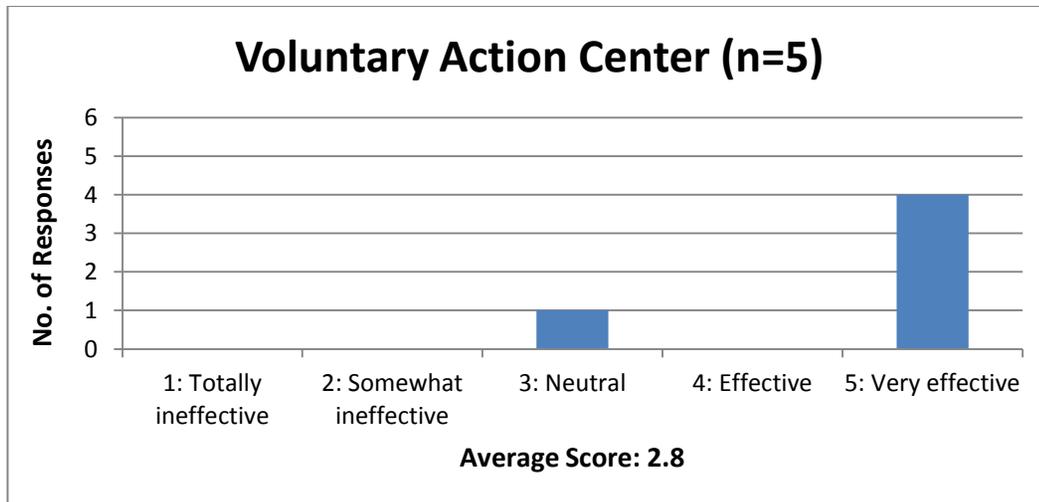
Please rate your overall satisfaction with your partnership with the agency.



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:**

VAC has an effective Board of Directors. Executive Director is talented, committed to the mission and proactive in developing partnerships. The community holds VAC in high regard due to their past history of effective use of limited resources. Executive leadership is innovative and well informed about community trends.

Voluntary Action Center has been an integral part of our referral team since April 2008 and provides emergency assistance that cannot be obtained elsewhere. We sometimes partner with them to provide hotel assistance, temporary financial assistance, transportation, and assistance with obtaining food or emergency medical supplies. They have also been great about assisting clients with obtaining birth certificates, identification and vital records.

They provide a great service. I would love to find a way for us to share more information.