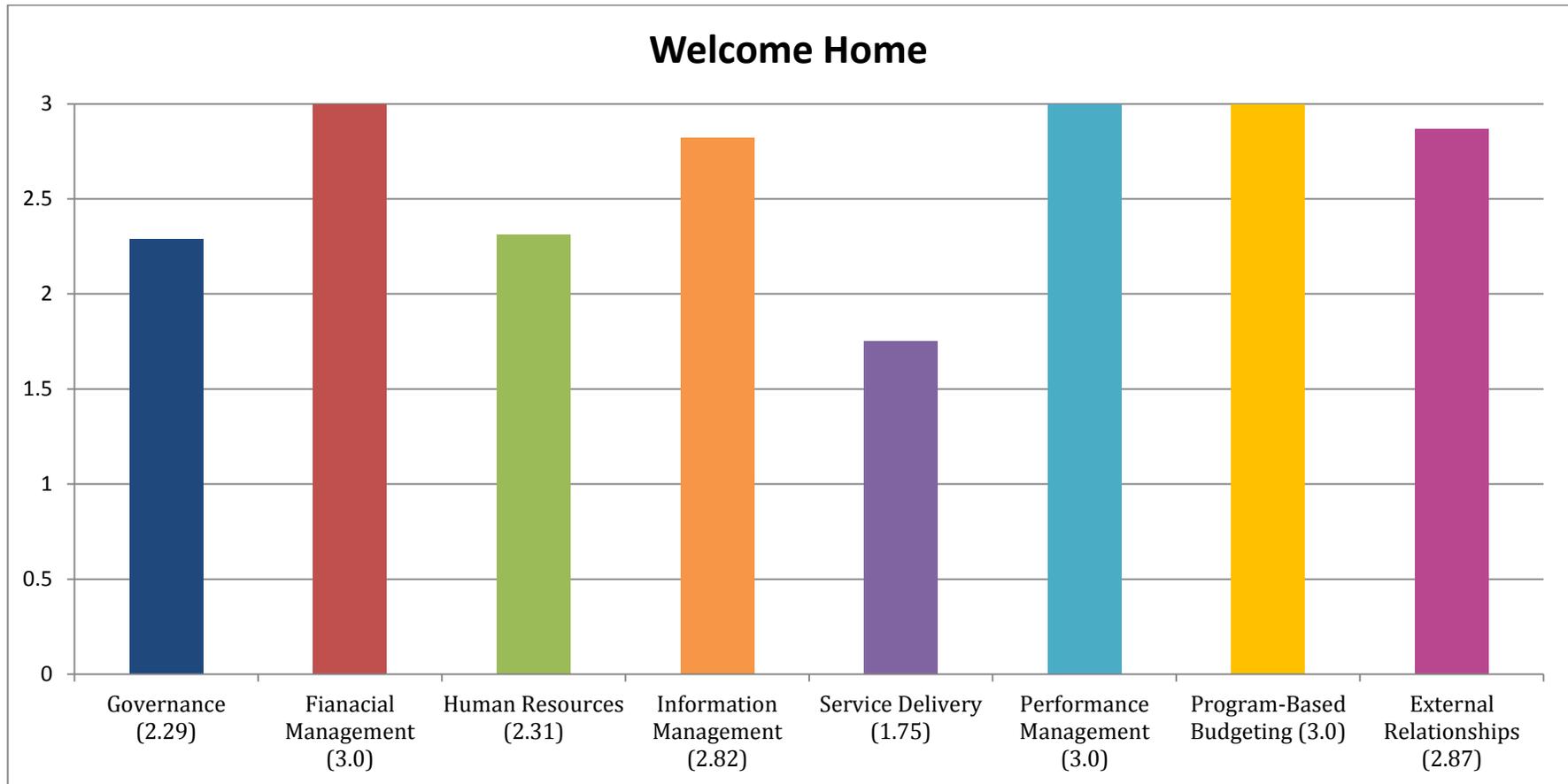


Organization Capacity Evaluation

Organization: Welcome Home
Date of Review: August 20th, 2013
Evaluation Valid: July 1, 2013-June 30, 2016
Overall Evaluation Score: 2.63

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



1. Governance: 2.29

	Response	Subheading Score	Category Score
Mission Statement	High – Clear expression of organization’s reason for existence		3
Vision Statement	No written vision statement		1
Board of Directors			
<ul style="list-style-type: none"> • Appropriate number of board members 	Required to have a min. of 5 members with a max. of 15, currently have 10 members	3	
<ul style="list-style-type: none"> • Average Rate 	Have maintained 7-10 board members for the last 3 years	3	
<ul style="list-style-type: none"> • Terms and term limits 	3 year renewable terms, no term limits	1	
<ul style="list-style-type: none"> • Reflective of demographic served 	Yes – Determined by % of racial, gender, and age make-up, also intentionally recruiting a representative population	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: 7/25/13	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 and approval by independent person – Board of Directors 2. No comparability data process indicated 3. Verification of the 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:		9.16/4=	2.29

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 	Funder requirements, separation of duties, 2 signatures required for most checks	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 	Chief Financial Officer	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 	CFO and Executive Director	Report	
<ul style="list-style-type: none"> Treasurer 	Yes – Active Treasurer	3	
<ul style="list-style-type: none"> Board oversight 	Financial records are prepared and presented by the CFO and Treasurer 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 	Yes	3	
<i>Oversight Average Score:</i>		12/4=	3.0
Insurance			
<ul style="list-style-type: none"> Workers' compensation 	Yes	3	
<ul style="list-style-type: none"> Business Auto Liability 	N/A – no vehicles	N/A	
<ul style="list-style-type: none"> Commercial/General Liability 	Yes	3	

• Directors and Officers Liability	Yes	3	
• Professional Liability	Yes	3	
<i>Insurance Average Score:</i>		12/4=	3.0
<i>Financial Management Capacity Score:</i>		9/3=	3.0

3. Human Resources: 2.31

	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	No	1	
• Workforce reflective of demographic served	Yes – Determined by % of gender, age, and racial makeup	3	
• Labor laws clearly posted	No	1	
• Criminal background checks on employees	Yes	3	
• Abuse and neglect checks	No	1	
• How often conducted?	At employment	Report	
<i>Employment Policies and Practices Average Score:</i>		15/7=	2.14
Staff Training and Development			
• New employee orientation	Yes	3	
• Staff Development Plan	No	1	
• Leadership Development Plan	No	1	
• Succession Plan	No	1	
• License and certification	License and certification requirements adhered to	3	
<i>Staff Training and Development Average Score:</i>		9/5=	1.8
Volunteers			
• Screened and trained	Screenings and trainings for volunteers	3	

<ul style="list-style-type: none"> How are volunteers utilized 	Social work interns, other volunteers are limited to donation drives and other community work	Report	
<i>Volunteers Average Score:</i>		3.0/1=	3.0
<i>Human Resources Capacity Score:</i>		6.94/3=	2.31

4. Information Management: 2.82

		Subheading Score	Category Score
Policies and Procedures			
<ul style="list-style-type: none"> Retention and destruction policies 	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 	Executive Director	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 	Frontline staff, Executive Director, certified staff	3	
<ul style="list-style-type: none"> Is program data backed-up 	Yes	3	

• Validity and reliability	High – Organization has systems in place to ensure reliability and validity	3	
• Is data retained in accordance with policy?	Yes	3	
<i>Program Data Management Average Score:</i>		12/4=	3
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	Annually	Report	
• Regular Trainings	Yes	3	
• Individual passwords for each computer	Yes	3	
• Privacy filters for monitors	No – none in public	1	
• Back-up protocol for collected data	Yes	3	
• Utilize paper shredders and/or secure recycling	Yes	3	
• Other steps and report	HIPAA regulations, does not release information about clients	Report	
<i>Confidentiality Average Score:</i>		25/9=	2.77
Systems and Infrastructure			
• Meets current and anticipated needs	Yes	3	
• Challenges	No challenges	Report	
• Upgrades in next 2 years	Depending on funding	Report	
• Off-site data storage	No	1	
• Data management software	HMIS, 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	High	3	
○ Data Management	High	3	
○ Data Reporting	Moderate	2	
○ Data Storage	Moderate	2	
<i>Systems and Infrastructure Average Score:</i>		21/9=	2.33
<i>Information Systems Capacity Score:</i>		14.1/5=	2.82

5. Service Delivery: 1.75

	Response	Subheading Score	Category Score
Program Services			
<ul style="list-style-type: none"> • Most successful aspect of program(s) 	Alumni mentoring program and developing social relationships and support	Report	
<ul style="list-style-type: none"> • Barriers 	Physical size of building limits services, funding is always a concern, gaps in services: transportation, dental, etc.	Report	
Infrastructure			
<ul style="list-style-type: none"> • Meet current and anticipated needs 	No	1	
<ul style="list-style-type: none"> • Rate capacity for <ul style="list-style-type: none"> ○ Office building and meeting space ○ Parking ○ Storage 	Moderate Moderate Low	Report Report Report	
<i>Infrastructure Average Score:</i>		1/1=	1.0
Policies, Practices, and Procedure			
<ul style="list-style-type: none"> • ADA Compliance and documentation 	No – house is not, but program services are	1	
<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 	N/A	N/A	
<ul style="list-style-type: none"> • Do you solicit feedback from participants 	Resident Advisory Council, house officers	3	
<ul style="list-style-type: none"> • Customer grievance process 	Yes- Reviewed by evaluator	3	
<i>Policies, Practices, and Procedure Average Score:</i>		10/4=	2.5
<i>Service Delivery Capacity Score:</i>		3.5/2=	1.75

6. Performance Management: 3.0

	Response	Subheading Score	Capacity Score
Performance Management			
<ul style="list-style-type: none"> • Barriers and challenges 	No barriers or challenges	Report	
<ul style="list-style-type: none"> • Utilized to guide programming 	Identify effective practices, improve service delivery, help compete for resources	3	
<ul style="list-style-type: none"> • Consistent with other funders 	Yes- not as stringent as other requirements	Report	
<ul style="list-style-type: none"> • Communicated to board 	Yes	3	
<ul style="list-style-type: none"> • Communicated to staff and volunteers 	Yes	3	
<ul style="list-style-type: none"> • 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

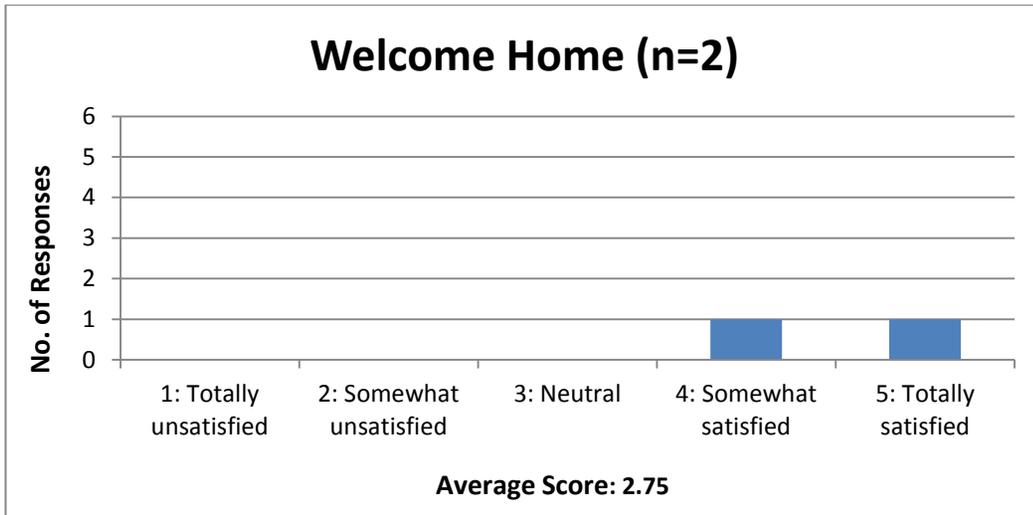
7. Program-Based Budgeting: 3.0

	Response	Subheading Score	Capacity Score
Program-Based Budgeting			
<ul style="list-style-type: none"> Procedures for developing and monitoring program budgets 	High – Organization has a well-designed and informed budget process, use historical data, and approved by board	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 	CFO and 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 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: 2.87

	Response	Subheading Score	Capacity Score
External Relationships			
<ul style="list-style-type: none"> • Collaboration 	Organization maintains strong, high-impact relationships; good relationship with VA, lots of cross referrals with other service providers, get a lot of 211 database calls	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	2.75 2.75	
<i>External Relationships Capacity Score:</i>		11.5/4=	2.87

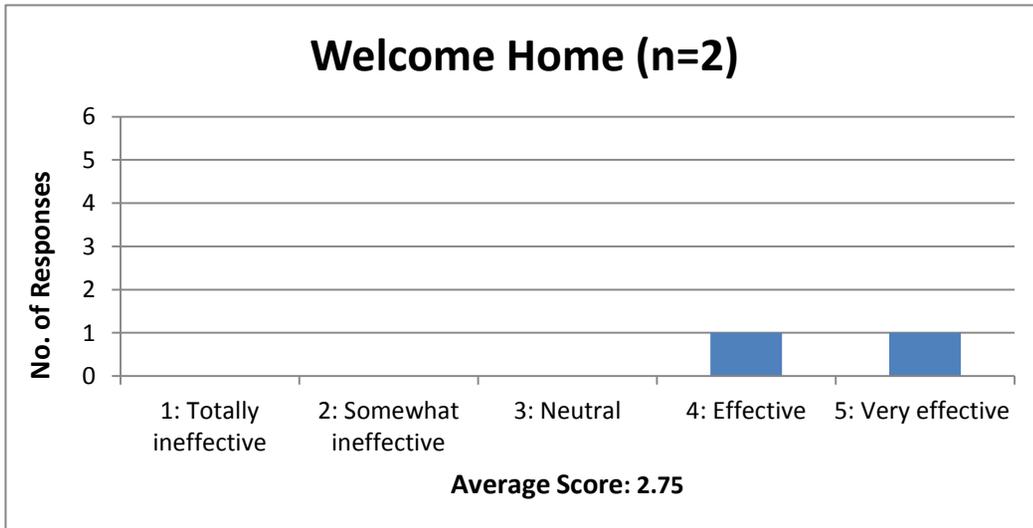
Please rate your overall satisfaction with your partnership with the agency.



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:

Welcome Home needs a new facility. Often there are 12 or more men crammed into that little house and there is no place for women and families. A great need in our community!

This agency provides a vital service to veterans who are in vulnerable situations. They are forward-thinking, seeking to improve their services. Key to such improvement will be acquisition of a better facility from which to provide services.