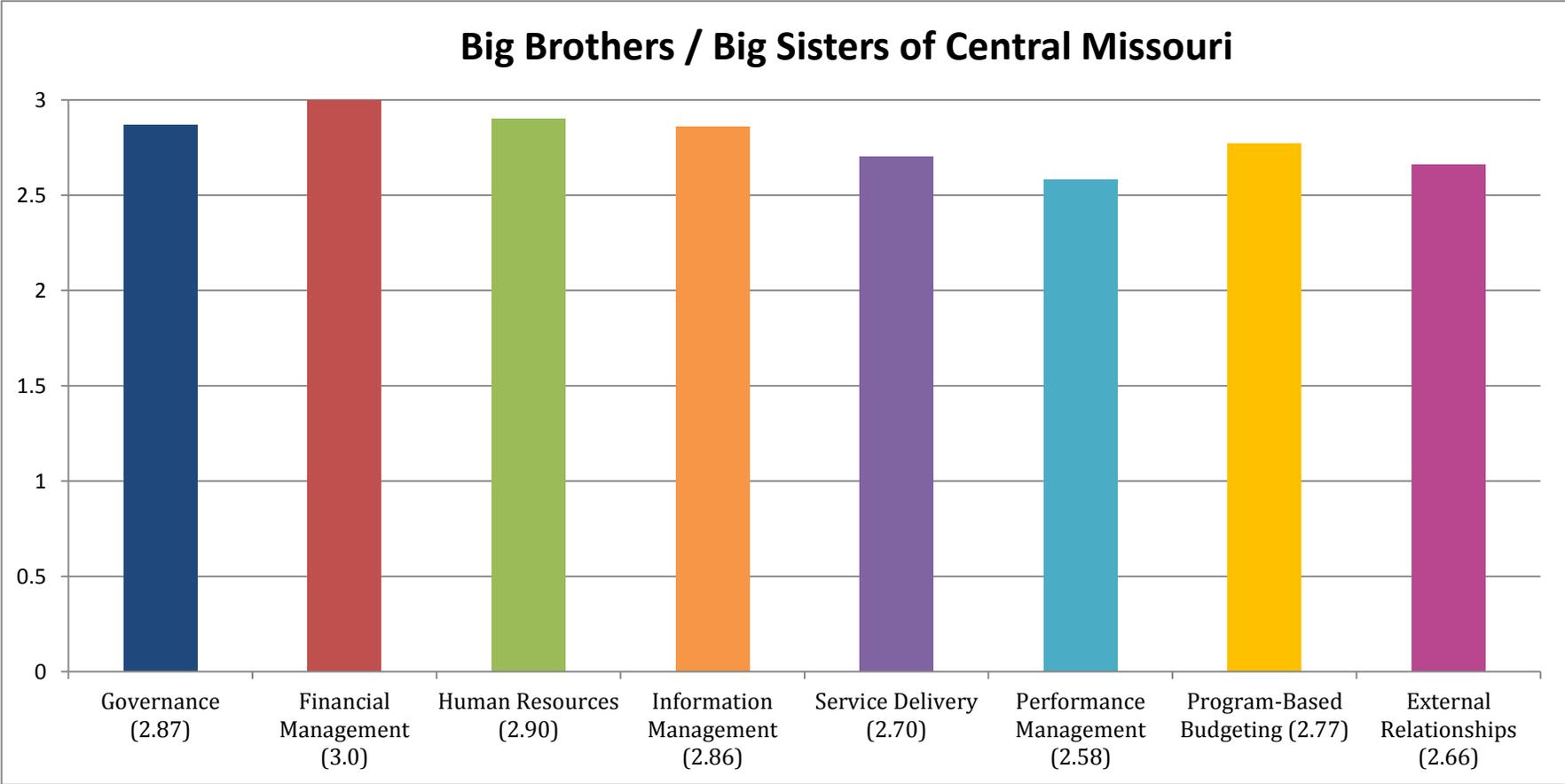


# Agency Capacity Evaluation

Agency: Big Brothers / Big Sisters of Central Missouri  
Date of Review: August 22, 2014  
Evaluation Valid: July 1, 2014-June 30, 2017  
Overall Evaluation Score: 2.79

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



## 1. Governance: 2.87

	Response	Subheading Score	Category Score
<b>Mission Statement</b>	High – Clear expression of agency’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>			
<ul style="list-style-type: none"> <li>• Appropriate number of board members</li> </ul>	Required to have 2-40 board members, currently have 14 board members, intend to increase board to 20-25	3	
<ul style="list-style-type: none"> <li>• Average rate</li> </ul>	Have maintained appropriate number of board members for 3 years	3	
<ul style="list-style-type: none"> <li>• Terms and term limits</li> </ul>	3 year terms, 2 consecutive terms	3	
<ul style="list-style-type: none"> <li>• Reflective of demographic served</li> </ul>	No	1	
<ul style="list-style-type: none"> <li>• Role in goal setting and management</li> </ul>	Provide occasional direction, support and accountability to leadership; informed about all 'material' matters in a timely manner and responses/decisions actively solicited	2	
<ul style="list-style-type: none"> <li>• Family/business relationships</li> </ul>	No	3	
<i>Board of Directors Average Score:</i>		15/6=	<b>2.5</b>
<b>Policies and Practices</b>			
<ul style="list-style-type: none"> <li>• Conflict of interest policy</li> </ul>	Yes - Reviewed by evaluator	3	
<ul style="list-style-type: none"> <li>• Whistleblower policy</li> </ul>	Yes - Reviewed by evaluator	3	
<ul style="list-style-type: none"> <li>• Document retention policy</li> </ul>	Yes - Reviewed by evaluator	3	
<ul style="list-style-type: none"> <li>• Business continuity plan</li> </ul>	Yes - Reviewed by evaluator	3	
<ul style="list-style-type: none"> <li>• Document meetings and track actions</li> </ul>	Yes- Reviewed by evaluator, Date: 7/28/2014	3	
<ul style="list-style-type: none"> <li>• ED hiring process (Review and approval by independent persons, comparability data, and verification of the</li> </ul>	<ol style="list-style-type: none"> <li>1) Review and approval by independent persons</li> <li>2) Comparability data process indicated</li> </ol>	3	

deliberation and decision)	3) Verification of deliberation – meeting minutes		
• Lobbying written policies and reported on IRS990	Does not lobby	N/A	
<i>Policies and Practices Average Score:</i>		18/6=	<b>3.0</b>
<b>Governance Capacity Score:</b>		<b>11.5/4=</b>	<b>2.87</b>

## 2. Financial Management: 3.0

	Response	Subheading Score	Category Score
<b>Policies, Practices, and Procedures</b>			
• Written financial policies and procedures	Yes - Reviewed by evaluator	3	
• Accountability standards or practices and controls to ensure accuracy	Pre-approved expenses, separation of duties, two signatures required on all checks. Agency uses an outside accounting firm to manage and reconcile finances, yearly audit and monthly financial reports to BBBS America	3	
• Accrual basis accounting	Yes	3	
<i>Policies, Practices, and Procedures Average Score:</i>		9/3=	<b>3.0</b>
<b>Oversight</b>			
• Person responsible for daily fiscal management	Bookkeeper	Report	
• Is this person dedicated to fiscal management	Yes	3	
• Who is responsible for budget development	Executive Director	Report	
• Treasurer	Yes – Active Treasurer	3	
• Board oversight	Financial records are prepared and presented by Treasurer to the board at monthly meetings	Report	
• Annual review overseen by board	Yes	3	
• Form 990 provided to the Board of Directors	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	Yes	3	
<i>Insurance Average Score:</i>		12/4=	<b>3.0</b>
<b>Financial Management Capacity Score:</b>		<b>9.0/3=</b>	<b>3.0</b>

### 3. Human Resources: 2.9

	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	Yes – Reviewed by evaluator	3	
• Workforce reflective of demographic served	No	1	
• 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 only	Report	
<i>Employment Policies and Practices Average Score:</i>		19/7=	<b>2.7</b>
<b>Staff Training and Development</b>			
• 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	N/A – no licensed staff	N/A	
<i>Staff Training and Development Average Score:</i>		12/4=	<b>3.0</b>
<b>Volunteers</b>			
• Screened and trained	Background checks, orientation, and training provided	3	
• How are volunteers utilized	Mentors for children and youth in the community and at schools	Report	
<i>Volunteers Average Score:</i>		3/1=	<b>3.0</b>
<b>Human Resources Capacity Score:</b>		<b>8.7/3=</b>	<b>2.9</b>

#### 4. Information Management: 2.86

		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	Executive Director for Personnel Director of Operations for Programming	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	Executive Director, Director of Operations, Match Support and Enrollment staff and AmeriCorps workers	3	
• Is program data backed-up	Yes	3	
• Validity and reliability	High – Agency has systems in place to ensure reliability and validity: Research and evidence based surveys, data and software training, data comparison and cross checks, small window to enter data into system to be considered reliable	3	
• Data retained in accordance with policy	Yes	3	
<i>Program Data Management Average Score:</i>		12/4=	<b>3.0</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 or joining	Report	
• Regular trainings	Yes	3	
• Individual passwords for each computer	Yes	3	
• 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>		25/9=	<b>2.7</b>
<b>Systems and Infrastructure</b>			
• Meets current and anticipated needs	Yes	3	
• Challenges	Older server that needs to be updated, key documents have been moved to online infrastructure	Report	

• Upgrades in next two years	No	Report	
• Off-site data storage	Yes	3	
• Data management software	Agency Information Management System (BBBS America system), MarketVolt, ETO, Gift Works, ODM, AmeriCorps/OnCorp	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	Moderate to high	2.5	
○ Data reporting	Moderate to high	2.5	
○ Data storage	Moderate to high	2.5	
<i>Systems and Infrastructure Average Score:</i>		23.5/9=	<b>2.61</b>
<b><i>Information Systems Capacity Score:</i></b>		<b>14.31/5=</b>	<b>2.86</b>

## 5. Service Delivery: 2.7

	Response	Subheading Score	Category Score
<b>Program Services</b>			
<ul style="list-style-type: none"> <li>• Most successful aspect of program(s)</li> </ul>	Mentoring targeted at children of single parent families, in long term foster care, or referred from schools. Mentors provide positive support in the child's life, goal is to improve protective factors and reduce risk factors	Report	
<ul style="list-style-type: none"> <li>• Barriers</li> </ul>	<ul style="list-style-type: none"> <li>• Parental involvement</li> <li>• School based programs have problems with the structure of school day</li> <li>• Funding is scarce and mentor recruitment can be an issue.</li> </ul>	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>	High High High	3 3 3	
<i>Infrastructure Average Score:</i>		12/4=	<b>3.0</b>
<b>Policies, Practices, and Procedure</b>			
<ul style="list-style-type: none"> <li>• ADA compliance and documentation</li> </ul>	Yes – but does not have documentation to prove accessibility	2	
<ul style="list-style-type: none"> <li>• Written non-discrimination in public accommodations</li> </ul>	Yes –Reviewed by evaluator	3	
<ul style="list-style-type: none"> <li>• Fulfill staffing ratios</li> </ul>	Yes – BBBS best practices of 75-130 matches for match support specialists	3	
<ul style="list-style-type: none"> <li>• Do you solicit feedback from participants</li> </ul>	Youth Outcome Survey, Strength of Relationship Survey, monthly contact with match support staff	3	

• Customer grievance process	No	1	
<i>Policies, Practices, and Procedure Average Score:</i>		12/5=	<b>2.4</b>
<b><i>Service Delivery Capacity Score:</i></b>		<b>5.4/2=</b>	<b>2.7</b>

## 6. Performance Management: 2.58

	Response	Subheading Score	Capacity Score
<b>Performance Management</b>			
• Barriers and challenges	Very limited window of time to input data into AIMS to be considered reliable	Report	
• Utilized to guide programming	Helps agency compete for resources and volunteers, identify effective services and events, compare match longevity for impact	3	
• Consistent with other funders	No – 1 hour unit of service is different, outcomes are similar	Report	
• Communicated to board	Limited information communicated to board	2	
• Communicated to staff and volunteers	Yes – to staff, not to volunteers	2	
• 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>	High Moderate to High High	3 2.5 3	
<b><i>Performance Management Capacity Score:</i></b>		<b>15.5/6=</b>	<b>2.58</b>

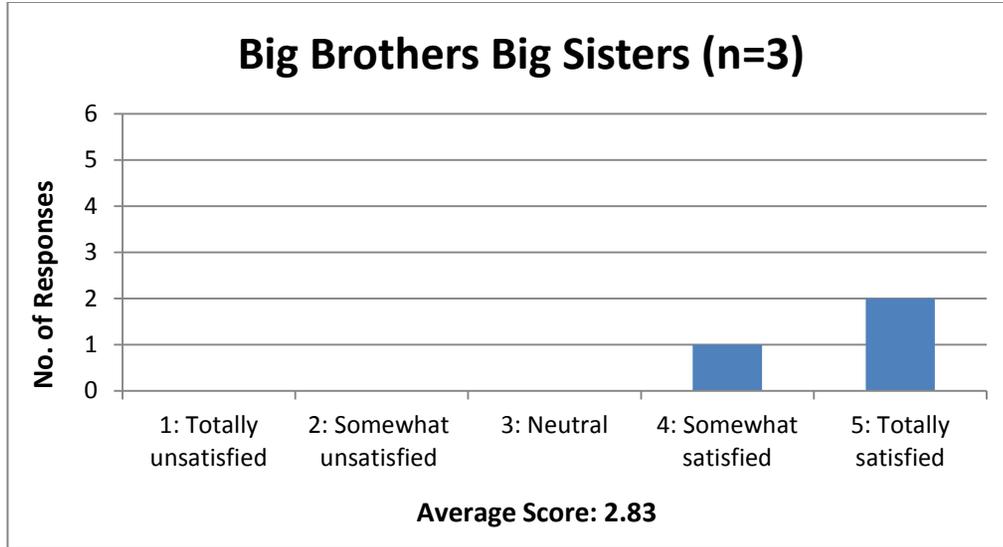
## 7. Program-Based Budgeting: 2.77

	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 – Well designed and informed budget development process: Executive Director works with staff, utilizes historical data and projected match counts and staffing needs.	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>	Executive Director	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>Moderate</p> <p>Moderate</p> <p>High</p> <p>High</p> <p>High</p>	<p>2</p> <p>2</p> <p>3</p> <p>3</p> <p>3</p>	
<b>Program Based-budgeting Capacity Score:</b>		<b>25/9=</b>	<b>2.77</b>

**8. External Relationships: 2.66**

	Response	Subheading Score	Capacity Score
<b>External Relationships</b>			
<ul style="list-style-type: none"> <li>• Collaboration</li> </ul>	Moderate - Early stages of building relationships and collaborating with other for-profit, nonprofit, or public sector entities	2	
<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	2.83 2.83	
<b><i>External Relationships Capacity Score:</i></b>		<b>10.66/4=</b>	<b>2.66</b>

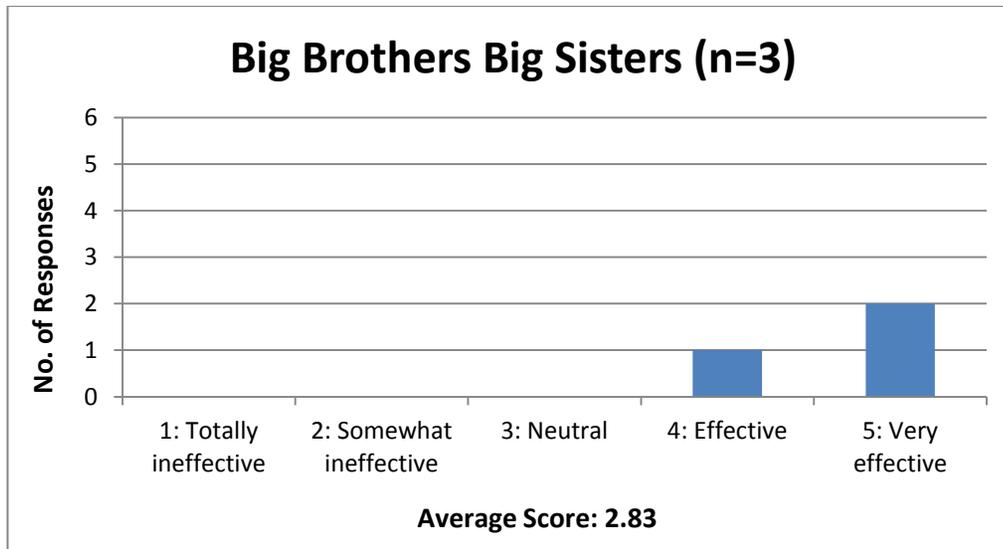
Please rate your overall satisfaction with your partnership with the agency.



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:**

This organization is willing to look for innovative ways to partner with agencies. They are willing to adapt to fill more needs.

Our organization administers the AmeriCorps grant program in the State of Missouri. The program is going into its 5<sup>th</sup> year as part of our portfolio. Recently, the program experienced staff turnover, which is typically a risk item we monitor closely during the grant year. Although the turnover presented some challenges and the program required additional training/technical assistance, BBBS appears to be improving in its continued ability to effectively manage the program. The AmeriCorps Members recruited by the program have been very engaged in the services they provide to area youth as well as satisfied with the professional/personal development gained from the service experience, both identified as strengths of the program. Although there is always room for improvement, the partnership between our organization and BBBS has been a positive experience and we look forward to the continued growth of the program.