

Agency Capacity Evaluation

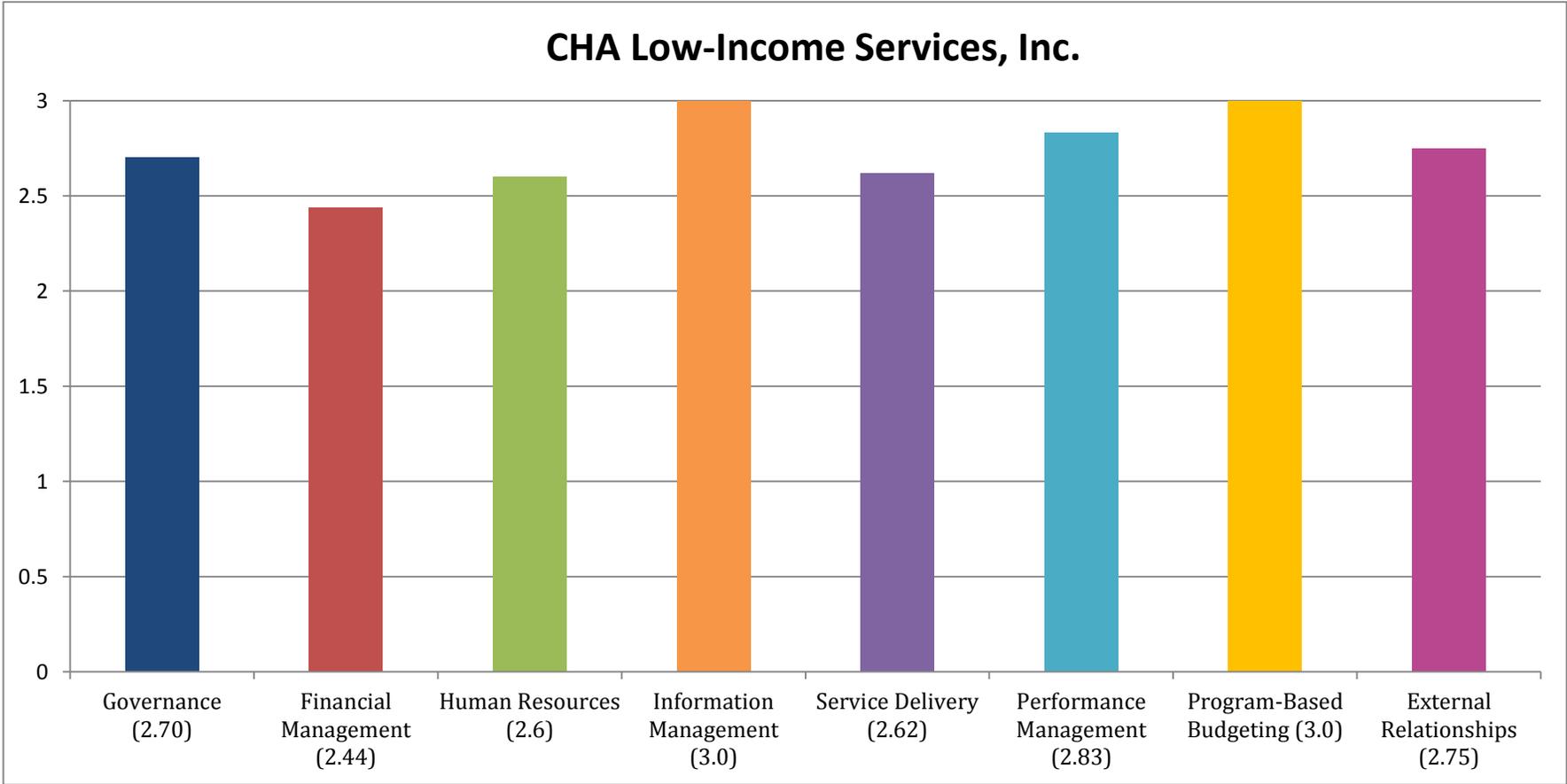
Agency: CHA Low-Income Services, Inc.

Date of Review: August 18, 2014

Evaluation Valid: July 1, 2014-June 30, 2017

Overall Evaluation Score: 2.74

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 agency'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 5 board members, currently have 5 board members	3	
<ul style="list-style-type: none"> • Average rate 	Have had 5 members for last three years	3	
<ul style="list-style-type: none"> • Terms and term limits 	4 year terms, no term limits	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 direction, support and accountability to leadership; informed about all 'material' matters in a timely manner and responses/decisions actively solicited, does not have a role in setting program goals	2	
<ul style="list-style-type: none"> • Family/business relationships 	No	3	
<i>Board of Directors Average Score:</i>		13/6=	2.16
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: 6/17/14	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 and approval by independent persons indicated 2) Comparability data process indicated 3) Verification of deliberation – meeting	3	

	minutes		
• Lobbying written policies and reported on IRS990	Does not lobby	N/A	
<i>Policies and Practices Average Score:</i>		16/6=	2.66
<i>Governance Capacity Score:</i>		10.82/4=	2.70

2. Financial Management: 2.44

	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	OMB Circular, A133, A87,A122, segregation of duties, board and CEO approvals for expenses and check writing	3	
• Accrual basis accounting	No - Cash basis accounting	1	
<i>Policies, Practices, and Procedures Average Score:</i>		7/3=	2.33
Oversight			
• Person responsible for daily fiscal management	Director of Finance	Report	
• Is this person dedicated to fiscal management	Yes	3	
• Who is responsible for budget development	Department managers and Director of Finance	Report	
• Treasurer	No	1	
• Board oversight	Financial records are prepared and presented by the Director of Finance at quarterly board meetings	Report	
• Annual review overseen by board	Yes	3	
• Form 990 provided to the Board of Directors	No – Informed after submitted	1	
<i>Oversight Average Score:</i>		8/4=	2.0
Insurance			
• Workers' Compensation	Yes	3	

• Business Auto Liability	Yes	3	
• Commercial/General Liability	Yes	3	
• Directors and Officers Liability	Yes	3	
• Professional Liability	Yes	3	
<i>Insurance Average Score:</i>		15/5=	3.0
Financial Management Capacity Score:		7.33/3=	2.44

3. Human Resources: 2.6

	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 observation	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 annually	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	No	1	
• Leadership development plan	No	1	
• Succession plan	No	1	
• License and certification	License and certifications requirements adhered to	3	
<i>Staff Training and Development Average Score:</i>		9/5=	1.8
Volunteers			

• Screened and trained	Background checks and training provided	3	
• How are volunteers utilized	Service Learning participants tutor afterschool program students	Report	
<i>Volunteers Average Score:</i>		3/1=	3.0
<i>Human Resources Capacity Score:</i>		7.8/3=	2.6

4. Information Management: 3.0

		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	Finance Department	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	Program Coordinator and Program Director	3	
• Is program data backed-up	Yes	3	
• Validity and reliability	High – Agency has systems in place to	3	

	ensure reliability and validity: review by Director and cross checks by staff, training on data entry, division of duties		
• 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	At employment only	Report	
• Regular trainings	Yes	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	
<i>Confidentiality Average Score:</i>		27/9=	3.0
Systems and Infrastructure			
• Meets current and anticipated needs	Yes	3	
• Challenges	No challenges	Report	
• Upgrades in next two years	No	Report	
• Off-site data storage	Yes	3	
• Data management software	ETO,ODM, Hap Inc., Kids Care Center, InFocus	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: 2.62

	Response	Subheading Score	Category Score
Program Services			
• Most successful aspect of program(s)	Relationship between the teachers and students, a positive peer support network, agency reports an exceptional retention rate	Report	
• Barriers	Staffing for the program, parents and families struggle with behavioral challenges	Report	
Infrastructure			
• Meet current and anticipated needs	Yes	3	
• Rate capacity for			
○ Office building and meeting space	High	3	
○ Parking	Moderate	2	
○ Storage	High	3	
<i>Infrastructure Average Score:</i>		11/4=	2.75
Policies, Practices, and Procedure			
• ADA compliance and documentation	Yes – Based on ADA compliance letter submitted to the City	3	
• Written non-discrimination in public accommodations	No	1	
• Fulfill staffing ratios	Yes - 1:16 ratio required	N/A	

• Do you solicit feedback from participants	Youth, parent and volunteer surveys done annually	3	
• Customer grievance process	Yes	3	
<i>Policies, Practices, and Procedure Average Score:</i>		10/4=	2.5
<i>Service Delivery Capacity Score:</i>		5.25/2=	2.62

6. Performance Management: 2.83

	Response	Subheading Score	Capacity Score
Performance Management			
• Barriers and challenges	Consistency of collecting data and the limitations of reporting on grades and behavior to show student improvement	Report	
• Utilized to guide programming	Staff training, program effectiveness and modification, gap analysis and planning, improve family supports	3	
• Consistent with other funders	Yes	Report	
• Communicated to board	Yes	3	
• Communicated to staff and volunteers	Yes -to staff, not to volunteers	2	
• 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

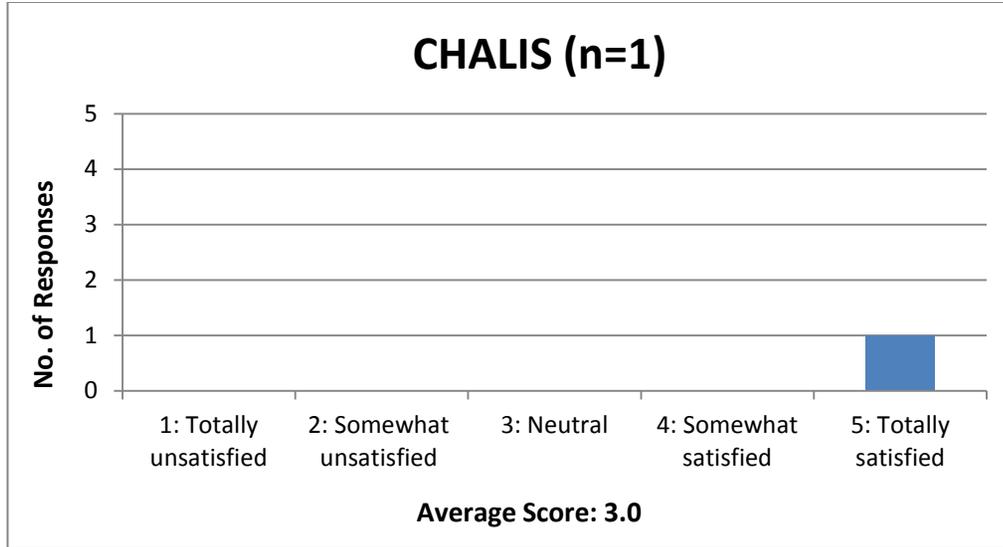
7. Program-Based Budgeting: 3.0

	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: based on grant funders specification, program coordinator develops the budget, reviewed by Director of Finance, presented to the board and approved.	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 	Director of Finance and Accountant	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: 2.75

	Response	Subheading Score	Capacity Score
External Relationships			
<ul style="list-style-type: none"> • Collaboration 	High - Agency has built and 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 	Agency feels like they have a problem with name recognition, known by program, but not by agency name	2	
<ul style="list-style-type: none"> • External partner feedback <ul style="list-style-type: none"> ○ Satisfaction ○ Effectiveness ○ Comments 	<p style="text-align: center;">High</p> <p style="text-align: center;">High</p> <p style="text-align: center;">See attached</p>	<p style="text-align: center;">3</p> <p style="text-align: center;">3</p>	
<i>External Relationships Capacity Score:</i>		11/4=	2.75

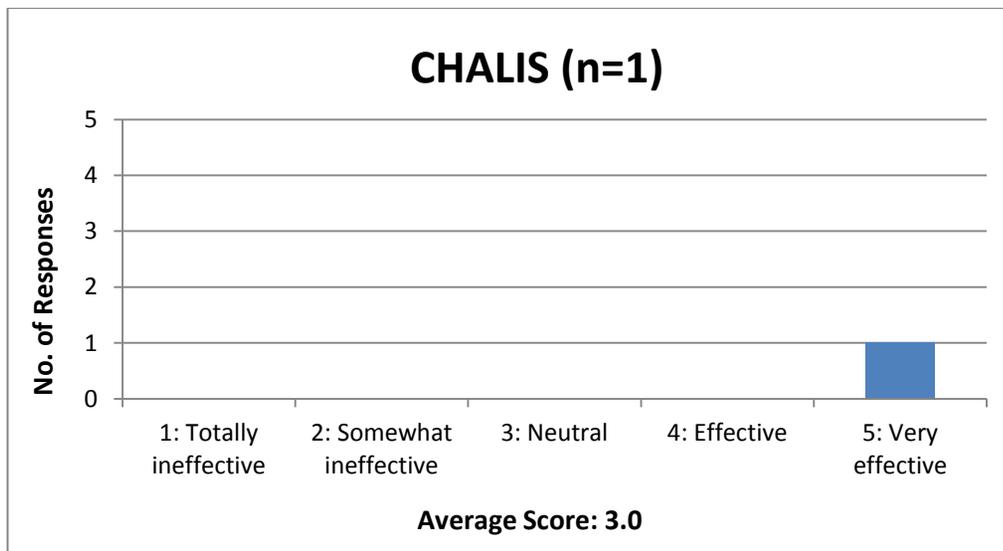
Please rate your overall satisfaction with your partnership with the agency.



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:

CHA helps support our mission. Through our partnership we are able to operate a Lend and Learn Library in the 1st Ward. This gives us access to a population we are committed to serving. We could not do this without the partnership