

# Agency Capacity Evaluation

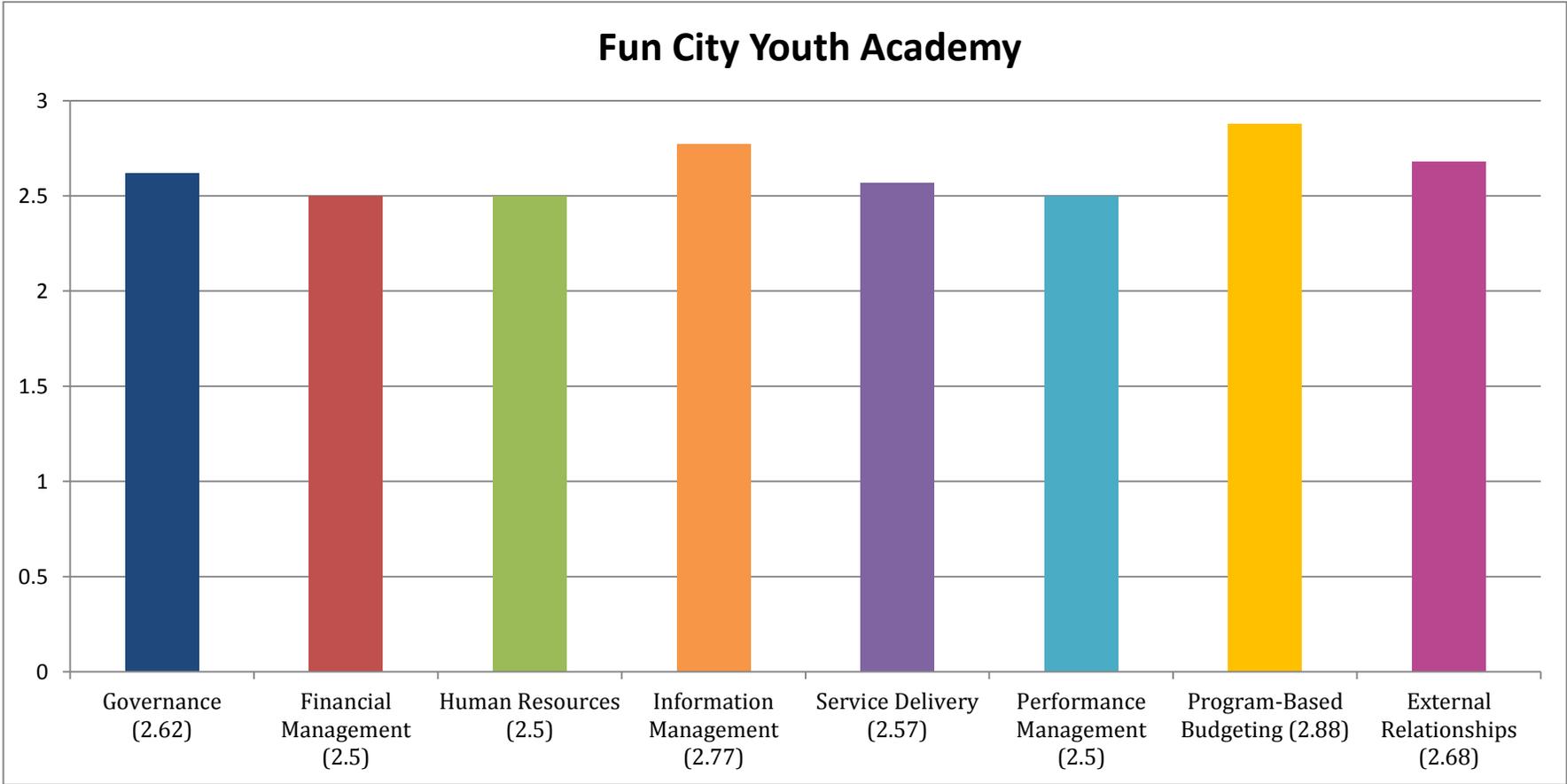
Agency: Fun City Youth Academy

Date of Review: August 15, 2014

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

Overall Evaluation Score: 2.62

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



## 1. Governance: 2.62

	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 12 board members, have had 10 board members for the last 3 years	1	
<ul style="list-style-type: none"> <li>• Average rate</li> </ul>	Have had 10 board members for the last 3 years	1	
<ul style="list-style-type: none"> <li>• Terms and term limits</li> </ul>	3 years terms, limit of 2 terms	3	
<ul style="list-style-type: none"> <li>• Reflective of demographic served</li> </ul>	Yes	3	
<ul style="list-style-type: none"> <li>• Role in goal setting and management</li> </ul>	Provides strong direction, support and accountability to leadership	3	
<ul style="list-style-type: none"> <li>• Family/business relationships</li> </ul>	Yes – Family relationship between two board members	1	
<i>Board of Directors Average Score:</i>		12/6=	<b>2.0</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>	No	1	
<ul style="list-style-type: none"> <li>• Document meetings and track actions</li> </ul>	Yes – Reviewed by evaluator, Date: 8/9/14	3	
<ul style="list-style-type: none"> <li>• ED hiring process (Review and approval by independent persons, comparability data, and verification of the deliberation and decision)</li> </ul>	1) No review and approval by independent persons 2) Comparability data process indicated 3) Verification of deliberation – meeting minutes	2	
<ul style="list-style-type: none"> <li>• Lobbying written policies and reported on IRS990</li> </ul>	Does not lobby	N/A	

<i>Policies and Practices Average Score:</i>		15/6=	<b>2.5</b>
<b><i>Governance Capacity Score:</i></b>		<b>10.5/4=</b>	<b>2.62</b>

## 2. Financial Management: 2.5

	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	Moderate – Limited standards reported: separation of duties, 2 signatures for all checks	2	
• Accrual basis accounting	Cash basis accounting	1	
<i>Policies, Practices, and Procedures Average Score:</i>		6/3=	<b>2.0</b>
<b>Oversight</b>			
• Person responsible for daily fiscal management	Executive Director	Report	
• Is this person dedicated to fiscal management	No	1	
• Who is responsible for budget development	Executive Director	Report	
• Treasurer	Yes – Active Treasurer	3	
• Board oversight	Director and Treasurer prepare financial reports, treasurer presents 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>		10/4=	<b>2.5</b>
<b>Insurance</b>			
• 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=	<b>3.0</b>
<b><i>Financial Management Capacity Score:</i></b>		<b>7.5/3=</b>	<b>2.5</b>

### 3. Human Resources: 2.5

	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	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>		19/7=	<b>2.71</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	License and certification requirements adhered to	3	
<i>Staff Training and Development Average Score:</i>		9/5=	<b>1.8</b>
<b>Volunteers</b>			
• Screened and trained	Application, orientation, and training	3	
• How are volunteers utilized	Service Learning participants deliver curriculum and assist with reading for	Report	

	afterschool students		
<i>Volunteers Average Score:</i>		3/1=	<b>3.0</b>
<b><i>Human Resources Capacity Score:</i></b>		<b>7.51/3=</b>	<b>2.5</b>

#### 4. Information Management: 2.77

		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	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	Yes	Report	
• Inventory of hardware and software	Yes	Report	
• Disaster readiness or recovery plan	No	Report	
<i>Data Collection Score:</i>		8 of 9 = High	<b>3.0</b>
• Who has access to program data	Program Coordinator and Executive Director	3	
• Is program data backed-up	Yes	3	
• Validity and reliability	Moderate - The agency strives to ensure reliability and validity of data collected	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	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>2.77</b>
<b>Systems and Infrastructure</b>			
• 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	ODM, ETO	Report	
• Network computer system	No	1	
• Network administrator on staff	No	1	
• Network back-up protocol	No	1	
• 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>		21/9=	<b>2.33</b>

<b>Information Systems Capacity Score:</b>		<b>13.85/5=</b>	<b>2.77</b>
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## 5. Service Delivery: 2.57

	Response	Subheading Score	Category Score
<b>Program Services</b>			
<ul style="list-style-type: none"> <li>• Most successful aspect of program(s)</li> </ul>	Reading assistance provided by the Service Learning participants, have seen improvements in reading scores at the end of the summer program	Report	
<ul style="list-style-type: none"> <li>• Barriers</li> </ul>	Lack of funding	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	2	
	High	3	
	High	3	
<i>Infrastructure Average Score:</i>		11/4=	<b>2.75</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	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 – 1:12 ratio is required	3	
<ul style="list-style-type: none"> <li>• Do you solicit feedback from participants</li> </ul>	Youth, parent, and staff surveys, and parent meetings	3	
<ul style="list-style-type: none"> <li>• Customer grievance process</li> </ul>	No	1	
<i>Policies, Practices, and Procedure Average Score:</i>		12/5=	<b>2.4</b>
<b>Service Delivery Capacity Score:</b>		<b>5.15/2=</b>	<b>2.57</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>	Often have kids drop out of program in Jan. and July and cannot get post-test information for these students	Report	
<ul style="list-style-type: none"> <li>• Utilized to guide programming</li> </ul>	Improve or modify programming	2	
<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 – to staff, not with volunteers	2	
<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>	<p style="text-align: center;">High</p> <p style="text-align: center;">High</p> <p style="text-align: center;">Moderate</p>	<p style="text-align: center;">3</p> <p style="text-align: center;">3</p> <p style="text-align: center;">2</p>	
<b><i>Performance Management Capacity Score:</i></b>		<b>15/6=</b>	<b>2.5</b>

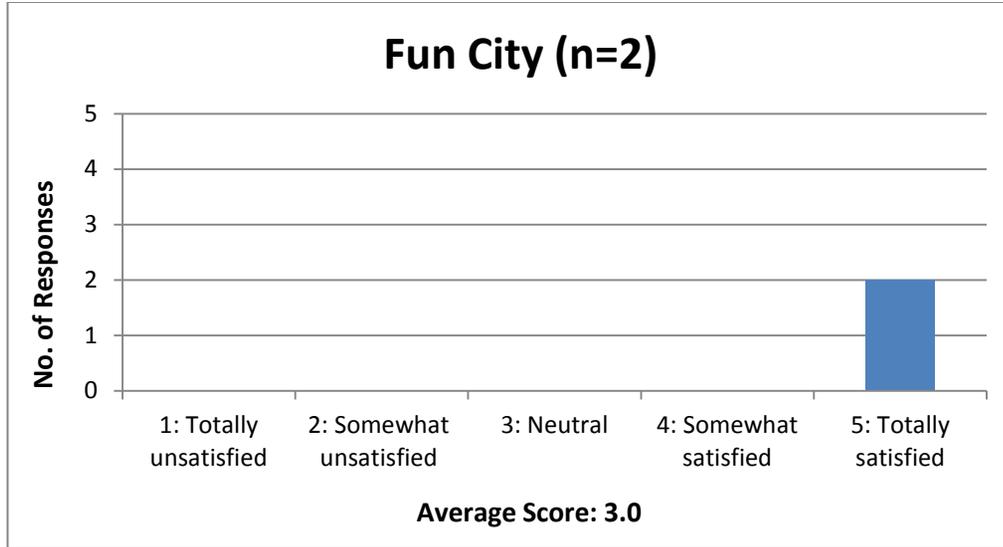
## 7. Program-Based Budgeting: 2.88

	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>	<p>Moderate - Agency has a system for utilizing information to develop the program budget. Limited performance data is used for the development of the program budget. Agency utilizes historical data, and projections for the current year's program</p>	2	
<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 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>High High High High High</p>	<p>3 3 3 3 3</p>	
<b>Program Based-budgeting Capacity Score:</b>		<b>26/9=</b>	<b>2.88</b>

## 8. External Relationships: 2.68

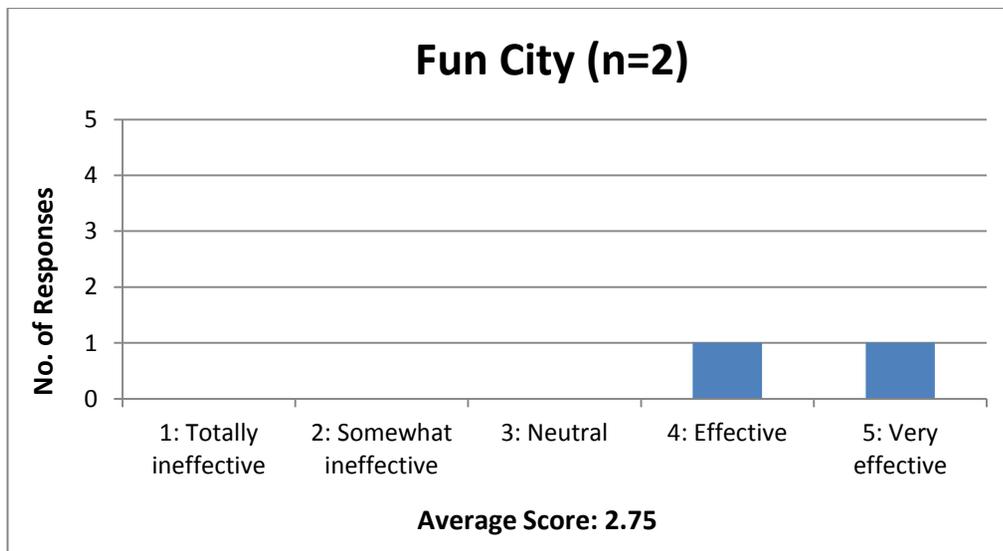
	Response	Subheading Score	Capacity Score
<b>External Relationships</b>			
<ul style="list-style-type: none"> <li>• Collaboration</li> </ul>	High -Agency maintains strong, high-impact relationships with a variety of relevant partners	3	
<ul style="list-style-type: none"> <li>• Widely known and perceived to be engaged</li> </ul>	Moderate	2	
<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>	<p style="text-align: center;">High High-Moderate See attached</p>	<p style="text-align: center;">3 2.75</p>	
<b><i>External Relationships Capacity Score:</i></b>		<b>10.75/4=</b>	<b>2.68</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:**

Fun City Youth Academy has a been a great organization to work with. They have an incredible ability to utilize their resources to effectively meet the needs of families in our community.

Has made great strides in the last few years. Much stronger board, much stronger organization.