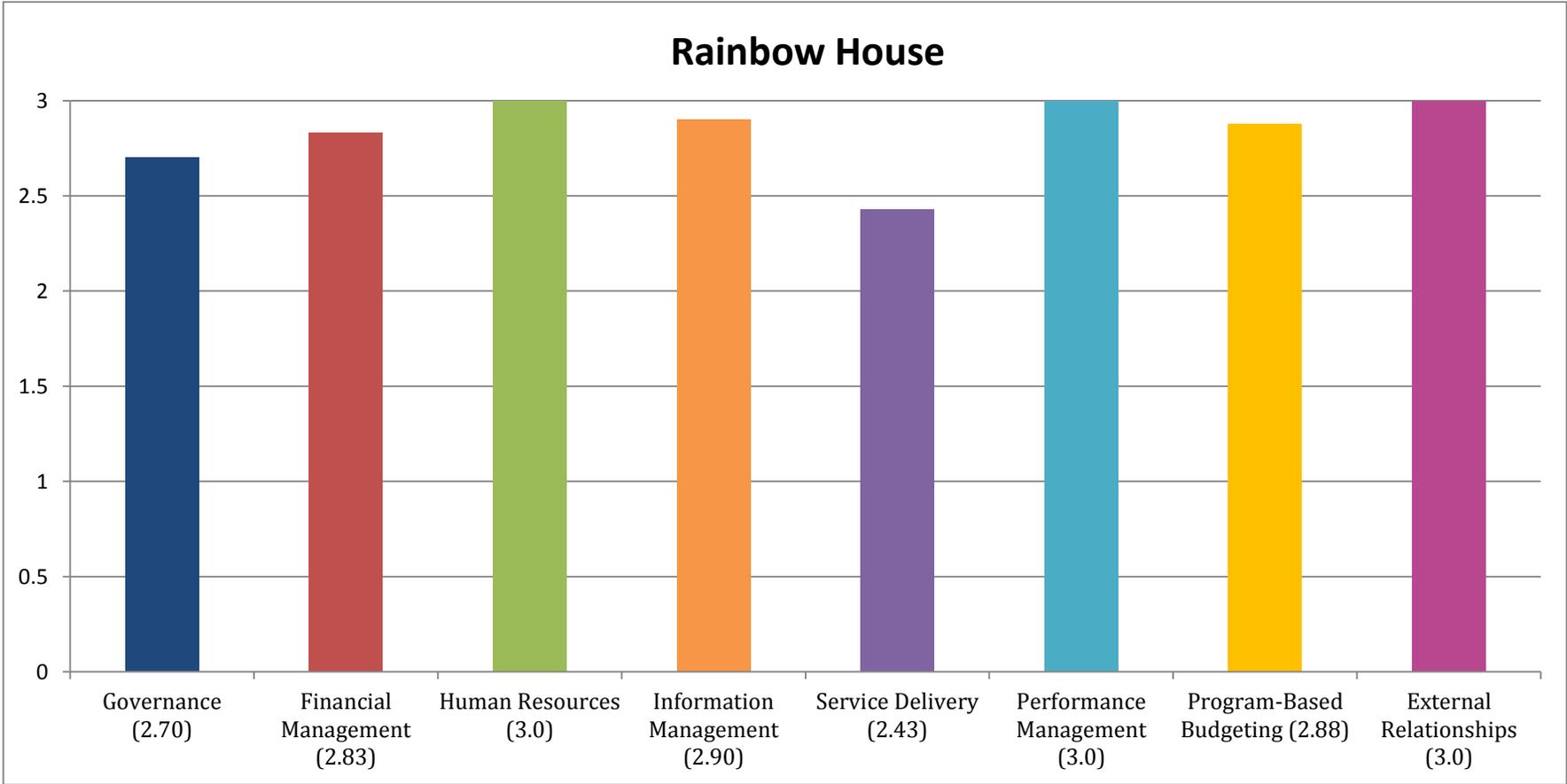


# Agency Capacity Evaluation

Agency: Rainbow House  
Date of Review: August 20, 2014  
Evaluation Valid: July 1, 2014-June 30, 2017  
Overall Evaluation Score: 2.84

**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 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 between 6-20 board members, currently have 7 board members  | 3                |                |
| <ul style="list-style-type: none"> <li>• Average rate</li> </ul>   | Have had 6 or 7 board members for the past 3 year  | 3                |                |
| <ul style="list-style-type: none"> <li>• Terms and term limits</li> </ul>  | 3 year terms, limit of 2 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>  | 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"> <li>• Family/business relationships</li> </ul>  | Yes – Business relationships between 3 board members   | 1                |                |
| <i>Board of Directors Average Score:</i>   |  | 13/6=            | <b>2.16</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: 6/19/14   | 3                |                |
| <ul style="list-style-type: none"> <li>• ED hiring process<br/>(Review and approval by independent persons, comparability data, and verification of the</li> </ul> | 1) Did not include review and approval by independent persons<br>2) No comparability data process  | 1                |                |

|  |   |                 |             |
|--|---|-----------------|-------------|
| deliberation and decision)                         | indicated   |                 |             |
|  | 3) Verification of deliberation – meeting minutes |                 |             |
| • Lobbying written policies and reported on IRS990 | Does no lobby                                     | N/A             |             |
| <i>Policies and Practices Average Score:</i>       |   | 16/6=           | <b>2.66</b> |
| <b><i>Governance Capacity Score:</i></b>           |   | <b>10.82/4=</b> | <b>2.70</b> |

## 2. Financial Management: 2.83

|   | 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 | Separation of duties, detailed purchasing policies and procedures, designated check signers | 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                        | Executive Director, Office Manager  | Report           |                |
| • Is this person dedicated to fiscal management                         | No  | 1                |                |
| • Who is responsible for budget development                             | Executive Director, Office Manager  | Report           |                |
| • Treasurer   | Yes – Active Treasurer  | 3                |                |
| • Board oversight   | Financial records are prepared by staff and presented by the Treasurer 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>Financial Management Capacity Score:</b> |     | <b>8.5/3=</b> | <b>2.83</b> |

### 3. Human Resources: 3.0

|   | 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            | 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 hire and annually                               | Report           |                |
| <i>Employment Policies and Practices Average Score:</i> |  | 21/7=            | <b>3.0</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                             | License and certifications requirements adhered to | 3                |                |

|  |   |             |            |
|--|---|-------------|------------|
| <i>Staff Training and Development Average Score:</i> |   | 15/5=       | <b>3.0</b> |
| <b>Volunteers</b>                                    |   |             |            |
| • Screened and trained                               | Screening, application process, and orientation                                 | 3           |            |
| • How are volunteers utilized                        | Assist in the children's emergency shelter and assist with administrative tasks | Report      |            |
| <i>Volunteers Average Score:</i>                     |   | 3/1=        | <b>3.0</b> |
| <b>Human Resources Capacity Score:</b>               |   | <b>9/3=</b> | <b>3.0</b> |

#### 4. Information Management: 2.90

|   |                                      | 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              | Program Directors and Office Manager | 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                  | Program Directors and Executive Director  | 3      |             |
| • Is program data backed-up                       | Yes   | 3      |             |
| • Validity and reliability                        | High – Agency has systems in place to ensure reliability and validity: System of checks and balances in place, case review, and training on consistent data entry | 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 only  | 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                                      | QuickBooks limitations for tracking grants  | Report |             |
| • Upgrades in next two years                      | Software upgrades for financial system  | Report |             |
| • Off-site data storage                           | Yes   | 3      |             |
| • Data management software                        | Rainbow House data management system, HMIS, Evolution, 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                                  | High | 3               |             |
| ○ Data storage                                    | High | 3               |             |
| <i>Systems and Infrastructure Average Score:</i>  |      | 25/9=           | <b>2.77</b> |
| <b><i>Information Systems Capacity Score:</i></b> |      | <b>14.54/5=</b> | <b>2.90</b> |

## 5. Service Delivery: 2.43

|  | Response   | Subheading Score | Category Score |
|--|--|------------------|----------------|
| <b>Program Services</b>                |  |                  |                |
| • Most successful aspect of program(s) | Safety provided in all programs, advocacy is a huge component of the program that makes a large impact on children and youth           | Report           |                |
| • Barriers                             | Funding limitations, and increased standards set by the state for fire codes and health inspections without a change in reimbursements | Report           |                |
| <b>Infrastructure</b>                  |  |                  |                |
| • Meet current and anticipated needs   | No – Have outgrown the building and homeless youth program should be combined into one facility for efficiency                         | 1                |                |
| • Rate capacity for                    |  |                  |                |
| ○ Office building and meeting space    | Low-Moderate   | 1.5              |                |
| ○ Parking                              | High   | 3                |                |
| ○ Storage                              | Moderate   | 2                |                |

|  |   |                |             |
|--|---|----------------|-------------|
| <i>Infrastructure Average Score:</i>                     |   | 7.5/4=         | <b>1.87</b> |
| <b>Policies, Practices, and Procedure</b>                |   |                |             |
| • ADA compliance and documentation                       | Yes – Building permits are required and monitored by licensure  | 3              |             |
| • Written non-discrimination in public accommodations    | Yes – Reviewed by evaluator   | 3              |             |
| • Fulfill staffing ratios                                | Yes – Based on capacity   | 3              |             |
| • Do you solicit feedback from participants              | Discharge plan includes an exit interview and survey, stress index for families and satisfaction survey |                |             |
| • Customer grievance process                             | Yes – Reviewed by evaluator   | 3              |             |
| <i>Policies, Practices, and Procedure Average Score:</i> |   | 12/4=          | <b>3.0</b>  |
| <b><i>Service Delivery Capacity Score:</i></b>           |   | <b>4.87/2=</b> | <b>2.43</b> |

## 6. Performance Management: 3.0

|  | Response   | Subheading Score | Capacity Score |
|--|--|------------------|----------------|
| <b>Performance Management</b>  |  |                  |                |
| • Barriers and challenges  | No challenges  | Report           |                |
| • Utilized to guide programming  | Performance review and evaluation, modify strategies to improve programs and performance, and used with stakeholders | 3                |                |
| • Consistent with other funders  | Yes  | Report           |                |
| • Communicated to board  | Yes  | 3                |                |
| • Communicated to staff and volunteers   | Yes  | 3                |                |
| • Rate systems for <ul style="list-style-type: none"> <li>○ Monitoring performance</li> <li>○ Reporting performance</li> <li>○ Utilizing performance for eval. &amp; planning</li> </ul> | High<br>High<br>High   | 3<br>3<br>3      |                |
| <b><i>Performance Management Capacity Score:</i></b>   |  | <b>18/6=</b>     | <b>3.0</b>     |

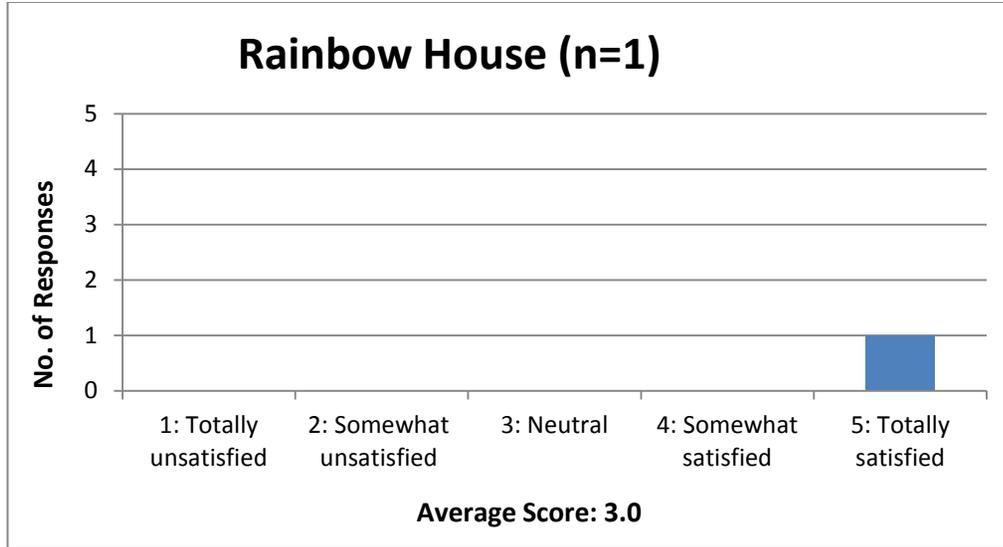
## 7. Program-Based Budgeting: 2.88

|  | 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 – Well-designed and informed budget development process: utilizes historical and performance data and make modifications based on future projections, 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>   | Executive Director and Office Manager  | 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</p> <p>High</p> <p>High</p> <p>Moderate</p> <p>High</p>  | <p>3</p> <p>3</p> <p>3</p> <p>2</p> <p>3</p> |                |
| <b>Program Based-budgeting Capacity Score:</b>   |  | <b>26/9=</b>                                 | <b>2.88</b>    |

## 8. External Relationships: 3.0

|  | Response  | Subheading Score  | Capacity Score |
|--|---|-------------------|----------------|
| <b>External Relationships</b>  |   |                   |                |
| <ul style="list-style-type: none"> <li>• Collaboration</li> </ul>  | High – Agency had built and 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>   | 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> | <p>High</p> <p>High</p> <p>See attached</p>   | <p>3</p> <p>3</p> |                |
| <b><i>External Relationships Capacity Score:</i></b>   |   | <b>12/4=</b>      | <b>3.0</b>     |

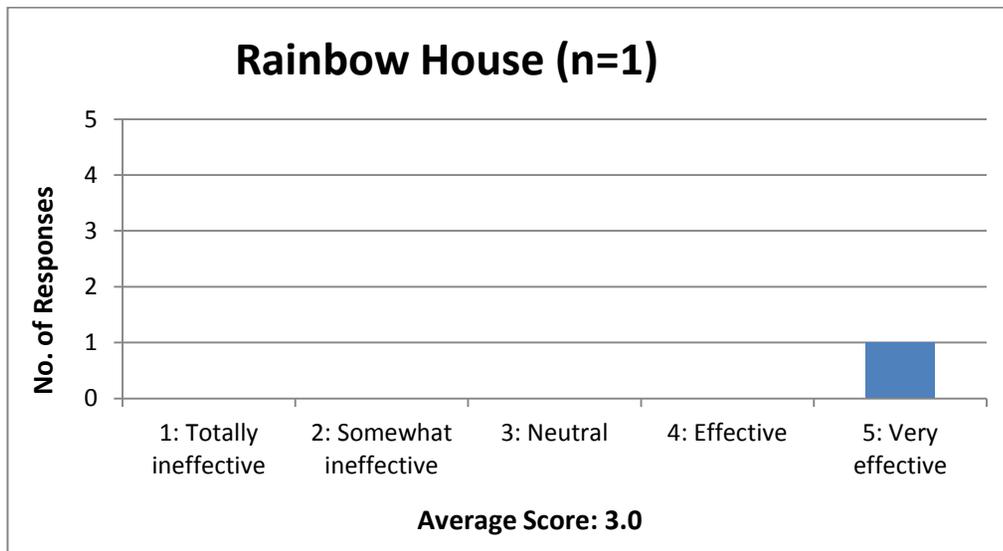
Please rate your overall satisfaction with your partnership with the agency.



**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:**

They are an excellent safe haven for youth who have undergone a traumatic event and need a safe place to tell their story at the Child Advocacy Center. Rainbow House is also the only agency in town to provide emergency shelter care for youth and teens when a family or teen is in crisis. They hire excellent staff to meet the needs of our community.