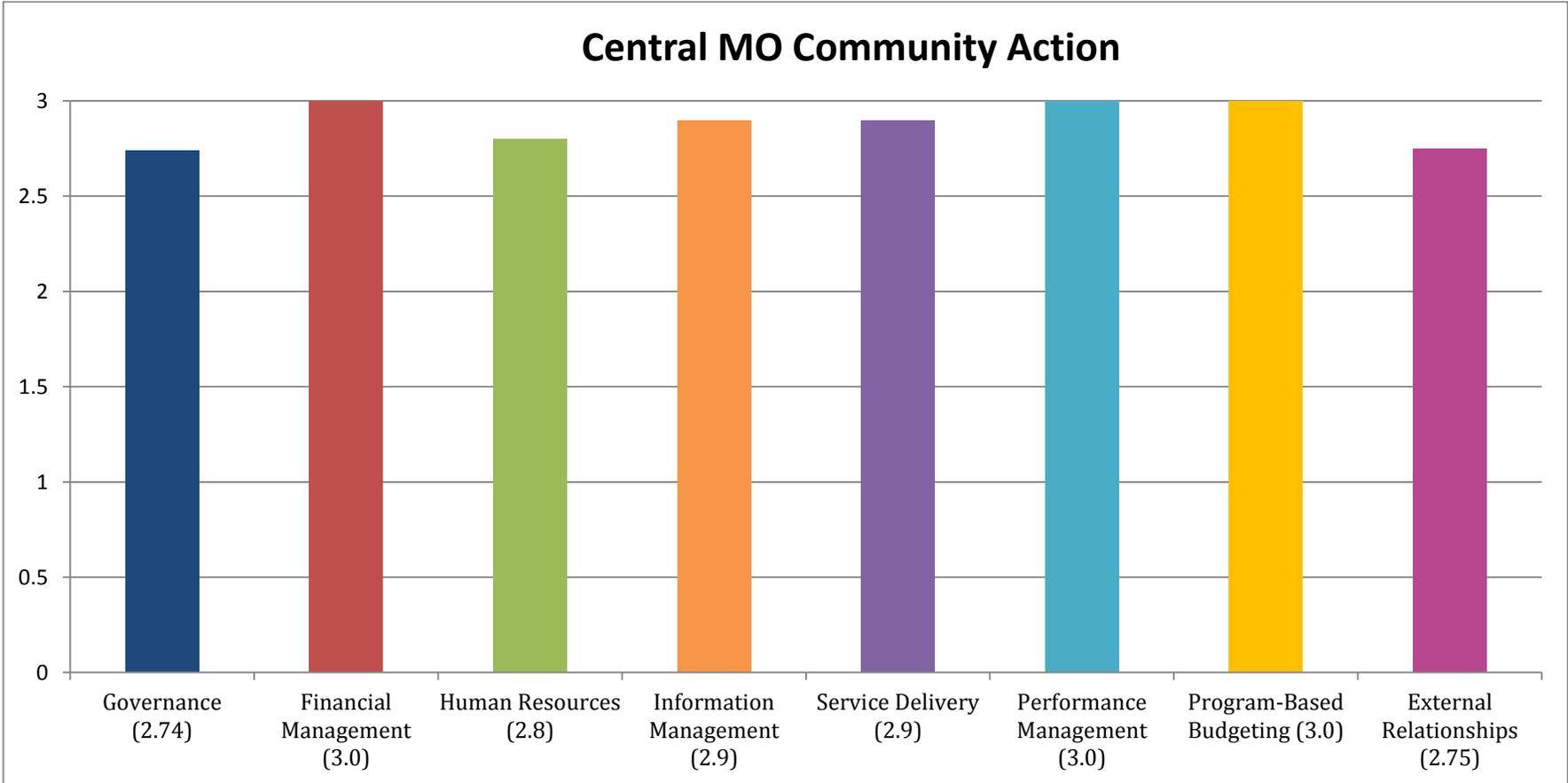


Agency Capacity Evaluation

Agency: Central MO Community Action
Date of Review: September 2, 2015
Evaluation Valid: July 1, 2015-June 30, 2018
Overall Evaluation Score: 2.88

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



1. Governance: 2.74

	Response	Subheading Score	Category Score
Mission Statement	High – Clear expression of agency’s reason for existence	3	3.0
Vision Statement	High – Vision translates into a clear set of goals used to direct actions and set priorities	3	3.0
Board of Directors			
<ul style="list-style-type: none"> • Appropriate number of board members 	Required to have 21 board members, currently have 21	3	
<ul style="list-style-type: none"> • Average rate 	Have averaged 90% occupancy (19 of 21 members) for the last 3 years	1	
<ul style="list-style-type: none"> • Terms and term limits 	2 year terms, 3 consecutive terms	3	
<ul style="list-style-type: none"> • Reflective of demographic served 	Yes – Demographics reported	3	
<ul style="list-style-type: none"> • Role in goal setting and management 	Provide strong direction, support and accountability to programmatic leadership and engaged as a strategic resource	3	
<ul style="list-style-type: none"> • Family/business relationships 	Yes	1	
<i>Board of Directors Average Score:</i>		14/6=	2.33
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: 6/25/2014	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 persons 2) Comparability data process indicated 3) Verification of deliberation – documentation maintained by HR 	3	

<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>		16/6=	2.66
Governance Capacity Score:		10.99/4=	2.74

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 	Adhere to OMB Super Circular A-122, A-110, and A-133. Division of duties and levels of management	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 	Finance Director	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 	Program Directors and Finance 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 Treasurer to the board 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 	Yes	3	
<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>		15/5=	3.0
<i>Financial Management Capacity Score:</i>		9.0/3=	3.0

3. Human Resources: 2.8

	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	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	Annually	Report	
<i>Employment Policies and Practices Average Score:</i>		17/7=	2.42
Staff Training and Development			
• 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	Yes – certification and license requirements adhered to	3	
<i>Staff Training and Development Average Score:</i>		15/5=	3.0
Volunteers			
• Screened and trained	Background checks, orientation, and training provided	3	

<ul style="list-style-type: none"> How are volunteers utilized 	Clerical positions, Head Start assistance, student interns in a variety of roles	Report	
<i>Volunteers Average Score:</i>		3/1=	3.0
<i>Human Resources Capacity Score:</i>		8.42/3=	2.8

4. Information Management: 2.9

		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 	Program Director for program records, Finance Director for financial records	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 	No	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>		8 of 9 = High	3.0
<ul style="list-style-type: none"> Who has access to program data 	Program staff and Directors, security in place to monitor appropriate access	3	
<ul style="list-style-type: none"> Is program data backed-up 	Yes	3	
<ul style="list-style-type: none"> Validity and reliability 	High – Agency has systems in place to	3	

	ensure reliability and validity: Data collection and data entry training, administrative double check quarterly and quality checks done monthly by program director		
• 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 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=	2.77
Systems and Infrastructure			
• 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	MIS system	Report	
• Network computer system	Yes	3	
• Network administrator on staff	Yes	3	
• Network back-up protocol	Yes	3	

<ul style="list-style-type: none"> • Utilize the following: <ul style="list-style-type: none"> ○ Microsoft Office Suite ○ Commercial analytical software 	Yes Yes - SPSS	Report Report	
<ul style="list-style-type: none"> • Rate systems for: 			
<ul style="list-style-type: none"> ○ Data collection 	High	3	
<ul style="list-style-type: none"> ○ Data management 	High	3	
<ul style="list-style-type: none"> ○ Data reporting 	High	3	
<ul style="list-style-type: none"> ○ Data storage 	High	3	
<i>Systems and Infrastructure Average Score:</i>		<i>27/9=</i>	3.0
<i>Information Systems Capacity Score:</i>		14.77/5=	2.9

5. Service Delivery: 2.9

	Response	Subheading Score	Category Score
Program Services			
<ul style="list-style-type: none"> • Most successful aspect of program(s) 	Family Development Model, strengthens-based model designed to help address a variety of the needs of a family	Report	
<ul style="list-style-type: none"> • Barriers 	Limitations on funding and stretching the funds	Report	
Infrastructure			
<ul style="list-style-type: none"> • Meet current and anticipated needs 	Yes	3	
<ul style="list-style-type: none"> • Rate capacity for <ul style="list-style-type: none"> ○ Office building and meeting space ○ Parking ○ Storage 	High High High	3 3 3	
<i>Infrastructure Average Score:</i>		12/4=	3.0
Policies, Practices, and Procedure			
<ul style="list-style-type: none"> • ADA compliance and documentation 	Yes – No documentation available, have scheduled a review by SIL	2	
<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 	Yes	3	
<ul style="list-style-type: none"> • Do you solicit feedback from participants 	Yes - Client satisfaction survey, activity and class evaluations	3	
<ul style="list-style-type: none"> • Customer grievance process 	Yes	3	
<i>Policies, Practices, and Procedure Average Score:</i>		14/5=	2.8
<i>Service Delivery Capacity Score:</i>		5.8/2=	2.9

6. Performance Management: 3.0

	Response	Subheading Score	Capacity Score
Performance Management			
<ul style="list-style-type: none"> • Barriers and challenges 	None	Report	
<ul style="list-style-type: none"> • Utilized to guide programming 	Used in strategic planning, used with employees and management team, and used to identify gaps and improve programming	3	
<ul style="list-style-type: none"> • Consistent with other funders 	Yes	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

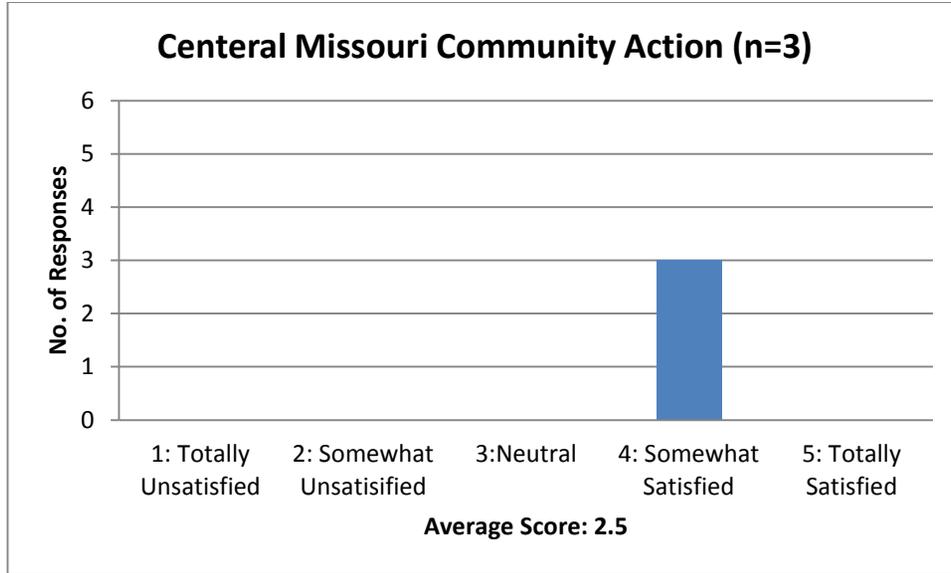
	Response	Subheading Score	Capacity Score
Program-Based Budgeting			
<ul style="list-style-type: none"> • Procedures for developing and monitoring program budgets 	High – Well designed and informed budget development process: Program Directors	3	

	work with Finance Director to develop program budgets based on historical data and trends, budgets approved by board		
<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 	Program Directors	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 	High High High High High	3 3 3 3 3	
<i>Program Based-budgeting Capacity Score:</i>		27/9=	3.0

8. External Relationships: 2.75

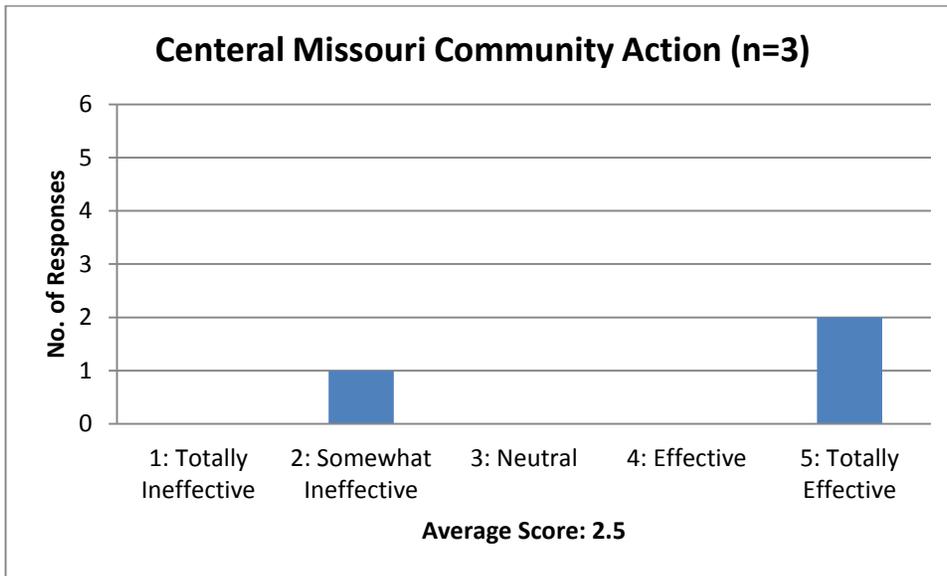
	Response	Subheading Score	Capacity Score
External Relationships			
<ul style="list-style-type: none"> • Collaboration 	High – Have built, leveraged and maintained strong, high-impact relationships with a variety of relevant partners	3	
<ul style="list-style-type: none"> • Widely known and perceived to be engaged 	Yes	3	
<ul style="list-style-type: none"> • External partner feedback <ul style="list-style-type: none"> ○ Satisfaction ○ Effectiveness ○ Comments 	See attached	2.5 2.5	
<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 = Totally effective
2.5 = Effective
2.0 = Neutral
1.5 = Somewhat ineffective
1.0 = Totally ineffective

Comments:

CMCA plays a central role across a wide range of services and programs that are also essential for many in our community. Our agency's services complement well those offered by CMCA. As with SIL and other local agencies with whom we cooperate, partnership satisfaction would be greater if the capacity to strengthen the relationship were greater.

Marrying two federal agencies can be challenging. In our partnership, Head Start frequently appears more focused on rules and regulations – very “letter of the law” rather than considering how something actually impacts a child or family and doing what is best for them. We need to always be focused on the child, period. When we keep children as our focus we can do the right thing at the right time – we can figure out to help within parameters and policies. Staff struggle to make decisions for fear of being fired. Child and Family Development Advocates are underpaid and overworked. Paperwork is a priority for the organization, often at the expense of quality programming. It also seems difficult for Head Start to plan ahead of time. Hiring of staff is not complete until the last minute or even later – subs are mostly unavailable for any absences. Calendar decisions are not solid and change throughout the year. We continue to develop our partnership each year but can sometimes feel like for every step forward there are two steps taken backward.