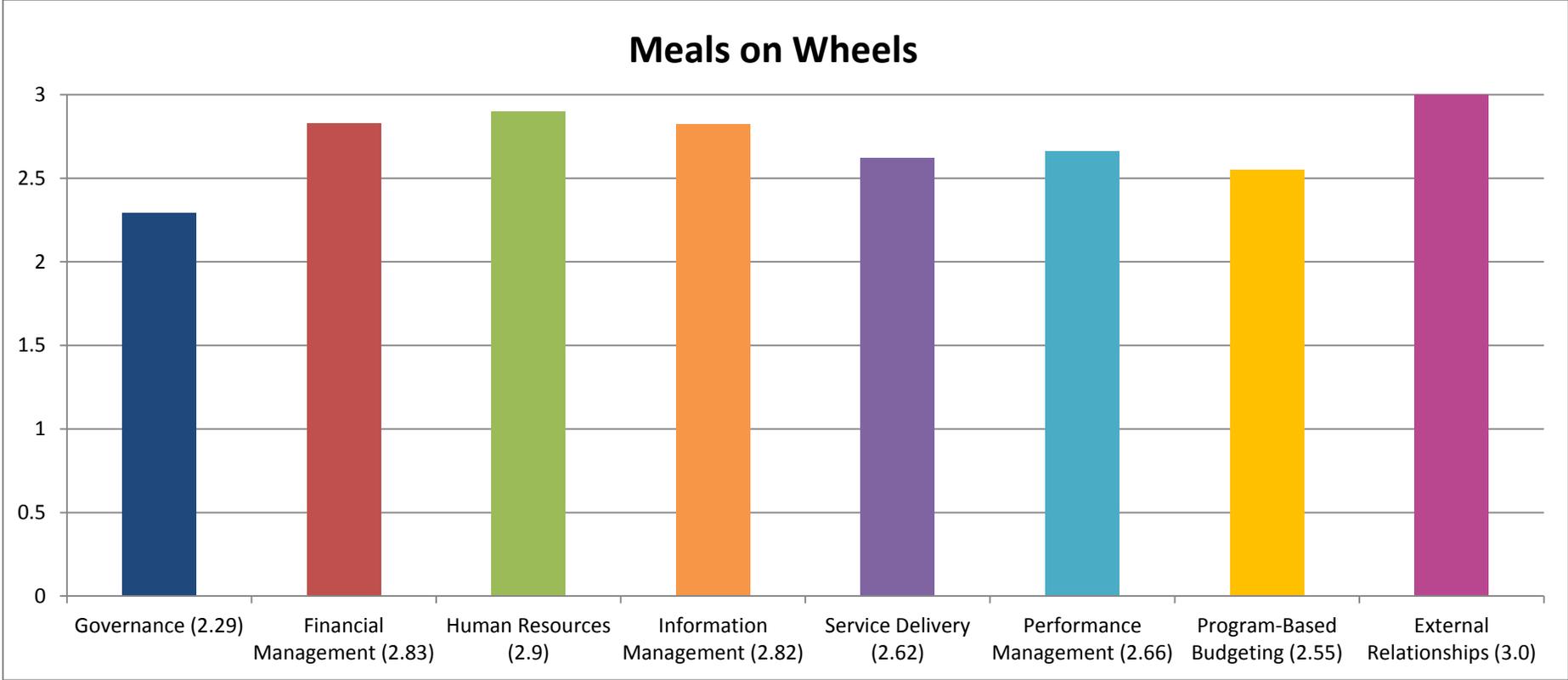


Agency Capacity Evaluation

Agency: Meals on Wheels
Date of Review: August 19, 2015
Evaluation Valid: July 1, 2015-June 30, 2018
Overall Evaluation Score: 2.70

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



1. Governance: 2.29

	Response	Subheading Score	Category Score
Mission Statement	High – Clear expression of agency’s reason for existence	3	3.0
Vision Statement	No Vision Statement	1	1.0
Board of Directors			
<ul style="list-style-type: none"> • Appropriate number of board members 	Required to have 12-15 board members, currently have 13 board members	3	
<ul style="list-style-type: none"> • Average rate 	Have maintained appropriate number of board members for 3 years	3	
<ul style="list-style-type: none"> • Terms and term limits 	3 year terms, 2 consecutive terms	3	
<ul style="list-style-type: none"> • Reflective of demographic served 	No	1	
<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 	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 	Yes - Reviewed by evaluator	3	
<ul style="list-style-type: none"> • Document meetings and track actions 	Yes- Reviewed by evaluator, Date: 6/16/15	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 of decision 	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>		18/6=	3.0
<i>Governance Capacity Score:</i>		9.16/4=	2.29

2. Financial Management: 2.83

	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	Have transitioned all bookkeeping to QuickBooks from an older, antiquated system. Have an external bookkeeper and have a verification process in place with VA and billing records	3	
• Accrual basis accounting	Yes	3	
<i>Policies, Practices, and Procedures Average Score:</i>		9/3=	3.0
Oversight			
• 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	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>		10/4=	2.5
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:		8.5/3=	2.83

3. Human Resources: 2.9

	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	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=	2.71
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	N/A – no licensed staff	N/A	
<i>Staff Training and Development Average Score:</i>		12/4=	3.0
Volunteers			
• Screened and trained	Background checks, orientation, and training provided	3	
• How are volunteers utilized	Delivery of hot meals and wellness check on clients	Report	
<i>Volunteers Average Score:</i>		3/1=	3.0
<i>Human Resources Capacity Score:</i>		8.71/3=	2.9

4. Information Management: 2.82

		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	Executive Director	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	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	3.0
• Who has access to program data	Executive Director and office manager	3	
• Is program data backed-up	Yes	3	
• Validity and reliability	High – Agency has systems in place to ensure validity and reliability, cross reference with VA and independent records	3	
• 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	IT capacity provided through volunteers and board members, but lacking in staff	Report	
• Upgrades in next two years	No, have just recently completed a technology and network upgrade	Report	
• Off-site data storage	Yes	3	
• Data management software	Apricot	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	Moderate	2	
○ Data management	Moderate	2	
○ Data reporting	Moderate	2	
○ Data storage	Moderate	2	
<i>Systems and Infrastructure Average Score:</i>		21/9=	2.33
<i>Information Systems Capacity Score:</i>		14.1/5=	2.82

5. Service Delivery: 2.62

	Response	Subheading Score	Category Score
Program Services			
<ul style="list-style-type: none"> • Most successful aspect of program(s) 	Supplying nutritious meals to seniors, individuals with disabilities, and those recently released from the hospital. Wellness checks are also very important to the client and family members	Report	
<ul style="list-style-type: none"> • Barriers 	Getting seniors to enroll in meal delivery before a crisis situation, often seniors do not enroll early enough to avoid issues and are often unable to stay in their homes for other reasons beyond nutrition	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 Low Moderate	3 1 2	
<i>Infrastructure Average Score:</i>		9/4=	2.25
Policies, Practices, and Procedure			
<ul style="list-style-type: none"> • ADA compliance and documentation 	Yes – VA documentation of accessibility	3	
<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 	None required	N/A	
<ul style="list-style-type: none"> • Do you solicit feedback from participants 	Annual client survey	3	
<ul style="list-style-type: none"> • Customer grievance process 	Yes	3	
<i>Policies, Practices, and Procedure Average Score:</i>		12/4=	3.0
<i>Service Delivery Capacity Score:</i>		5.25/2=	2.62

6. Performance Management: 2.66

	Response	Subheading Score	Capacity Score
Performance Management			
• Barriers and challenges	None identified	Report	
• Utilized to guide programming	Helps agency modify programming and quality appropriately, helps improve nutrition to the clients, and used for fundraising and grant applications	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"> ○ Monitoring performance ○ Reporting performance ○ Utilizing performance for evaluation and planning 	Moderate High Moderate	2 3 2	
<i>Performance Management Capacity Score:</i>		16/6=	2.66

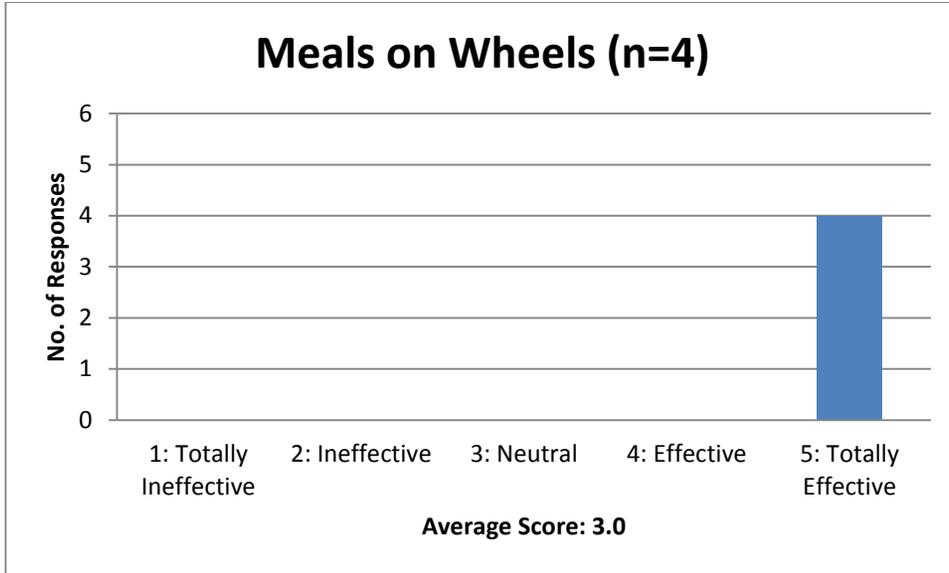
7. Program-Based Budgeting: 2.55

	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: Executive Director works with board, utilizes historical data and trends and projected meal costs	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 	Executive Director	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>Moderate</p> <p>Moderate</p> <p>Moderate</p> <p>Moderate</p>	<p>3</p> <p>2</p> <p>2</p> <p>2</p> <p>2</p>	
Program Based-budgeting Capacity Score:		23/9=	2.55

8. External Relationships: 3.0

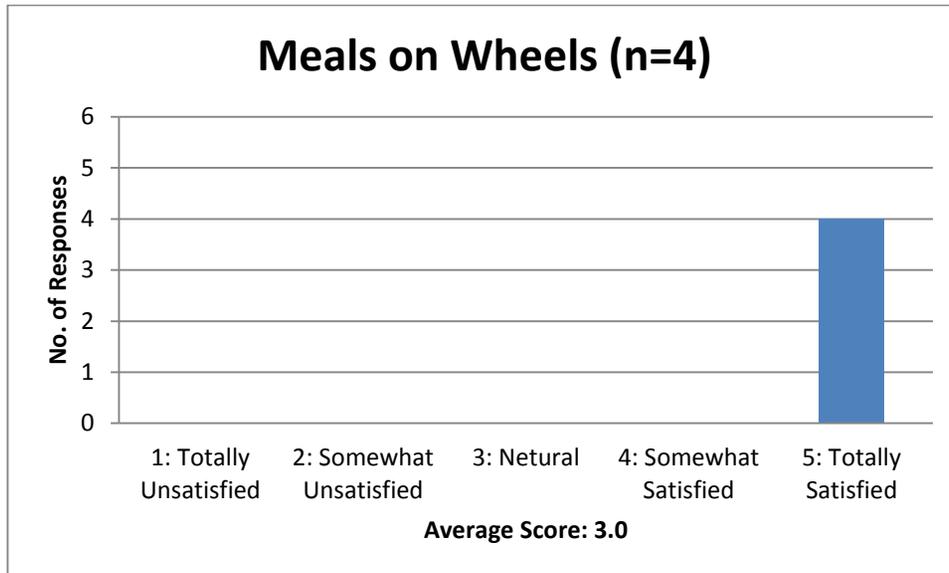
	Response	Subheading Score	Capacity Score
External Relationships			
<ul style="list-style-type: none"> • Collaboration 	High – Have built, leveraged and maintained strong, high-impact relationships with a variety of relevant partners	3	
<ul style="list-style-type: none"> • Widely known and perceived to be engaged 	Yes	3	
<ul style="list-style-type: none"> • External partner feedback <ul style="list-style-type: none"> ○ Satisfaction ○ Effectiveness ○ Comments 	See attached	3 3	
<i>External Relationships Capacity Score:</i>		12/4=	3.0

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



Scale
3.0 = Totally effective
2.5 = Effective
2.0 = Neutral
1.5 = Somewhat ineffective
1.0 = Totally ineffective

Please rate your opinion of the effectiveness of each agency in the community.



Scale
3.0 = Totally satisfied
2.5 = Somewhat satisfied
2.0 = Neutral
1.5 = Somewhat unsatisfied
1.0 = Totally unsatisfied

Comments:

MOW is great. We have residents with special dietary needs and without MOW as our contractor, it would be very difficult to find special meals for just a few individuals daily.

Meals on Wheel is a wonderful program. We have many clients/patients that would skip meals if not for the MOW program.