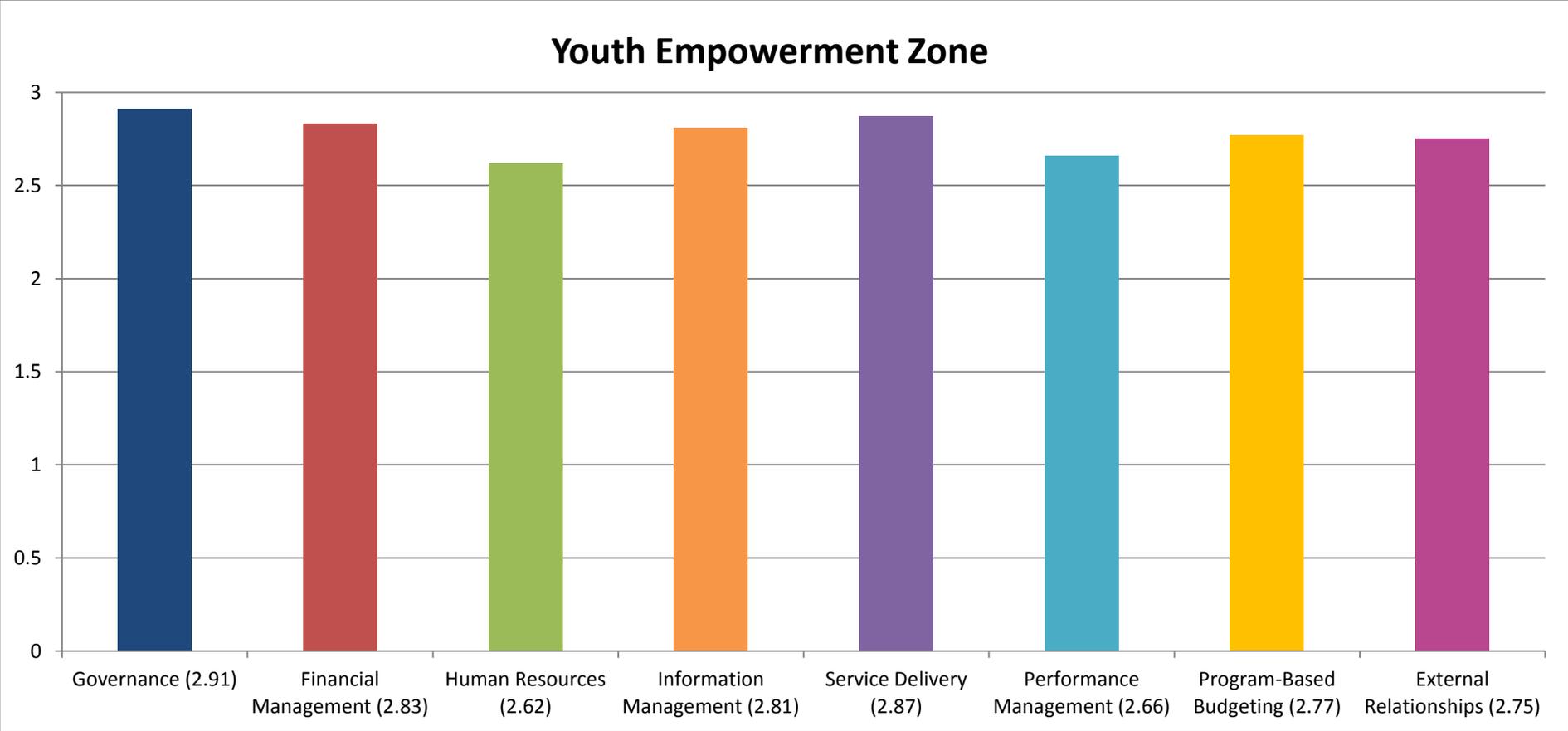


Agency Capacity Evaluation

Agency: Youth Empowerment Zone
Date of Review: August 20, 2015
Evaluation Valid: July 1, 2015-June 30, 2018
Overall Evaluation Score: 2.77

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



1. Governance: 2.91

	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			
• Appropriate number of board members	Required to have 4-12 board members, currently have 10 board members	3	
• Average rate	Have maintained appropriate number of board members for 3 years	3	
• Terms and term limits	2 year terms, 3 consecutive terms	3	
• Reflective of demographic served	No, is interested in forming a Community Advisory Board to allow for greater diversity	1	
• Role in goal setting and management	Provide strong direction, support and accountability to programmatic leadership and engaged as a strategic resource	3	
• Family/business relationships	No	3	
<i>Board of Directors Average Score:</i>		16/6=	2.66
Policies and Practices			
• Conflict of interest policy	Yes - Reviewed by evaluator	3	
• Whistleblower policy	Yes - Reviewed by evaluator	3	
• Document retention policy	Yes - Reviewed by evaluator	3	
• Business continuity plan	Yes - Reviewed by evaluator	3	
• Document meetings and track actions	Yes- Reviewed by evaluator, Date: 7/15/2015	3	
• 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 2) Comparability data process indicated 3) Verification of deliberation – documentation of decision through meeting minutes	3	
• Lobbying written policies and reported on IRS990	Does not lobby	N/A	
<i>Policies and Practices Average Score:</i>		18/6=	3.0
Governance Capacity Score:		11.66/4=	2.91

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	Division of duties within agency, fiscal managers adheres to fiscal policies and procedures, external accountant provides oversight of financial reports	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	Financial manager	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 by accounting firm 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: 2.62

	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	Yes – based on observation	2	
• Labor laws clearly posted	No	1	
• Criminal background checks on employees	Yes	3	
• Abuse and neglect checks	Yes	3	
• How often conducted	At employment only, will soon begin renewing every two years	Report	
<i>Employment Policies and Practices Average Score:</i>		16/7=	2.28
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	No, are working to adopt a succession plan	1	
• License and certification	License and certification requirements adhered to	3	
<i>Staff Training and Development Average Score:</i>		13/5=	2.6
Volunteers			
• Screened and trained	Background checks, orientation, and training provided to volunteers who work directly with youth	3	
• How are volunteers utilized	Mentors for clients in employment, special events, administrative tasks and in-kind support	Report	
<i>Volunteers Average Score:</i>		3/1=	3.0
<i>Human Resources Capacity Score:</i>		7.88/3=	2.62

4. Information Management: 2.81

		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	Director of Operations	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	Executive Director, Director of Operations, and Program Coordinator	3	
• Is program data backed-up	Yes	3	
• Validity and reliability	Moderate – Agency strives to ensure validity and reliability: Double checks by 3 staff, training for data entry	2	
• Data retained in accordance with policy	Yes	3	
<i>Program Data Management Average Score:</i>		11/4=	2.75
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, shredders only	3	
<i>Confidentiality Average Score:</i>		25/9=	2.77
Systems and Infrastructure			
● Meets current and anticipated needs	Yes	3	
● Challenges	Want to increase efficiencies in data entry and reporting by upgrading to Apricot system	Report	
● Upgrades in next two years	Yes, plan to upgrade to Apricot when funding becomes available	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	High	3	
○ Data storage	High	3	
<i>Systems and Infrastructure Average Score:</i>		23/9=	2.55
<i>Information Systems Capacity Score:</i>		14.07/5=	2.81

5. Service Delivery: 2.87

	Response	Subheading Score	Category Score
Program Services			
<ul style="list-style-type: none"> • Most successful aspect of program(s) 	Building strong relationships with the students and their relationships with the employment mentors	Report	
<ul style="list-style-type: none"> • Barriers 	Lack of funding for programming and staff	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 – building inspection documentation maintained by building owner, did not have documentation at time of visit	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 	None required	N/A	
<ul style="list-style-type: none"> • Do you solicit feedback from participants 	Client evaluation	3	
<ul style="list-style-type: none"> • Customer grievance process 	Yes	3	
<i>Policies, Practices, and Procedure Average Score:</i>		11/4=	2.75
<i>Service Delivery Capacity Score:</i>		5.75/2=	2.87

6. Performance Management: 2.66

	Response	Subheading Score	Capacity Score
Performance Management			
<ul style="list-style-type: none"> • Barriers and challenges 	Need software upgrade to increase efficiency in tracking system	Report	
<ul style="list-style-type: none"> • Utilized to guide programming 	Helps agency determine ongoing needs, identify gaps in service, evaluate effectiveness, and used for strategic planning and fundraising and grant writing	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 – to staff, not to volunteers	2	
<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 	<p>Moderate</p> <p>High</p> <p>High</p>	<p>2</p> <p>3</p> <p>3</p>	
<i>Performance Management Capacity Score:</i>		16/6=	2.66

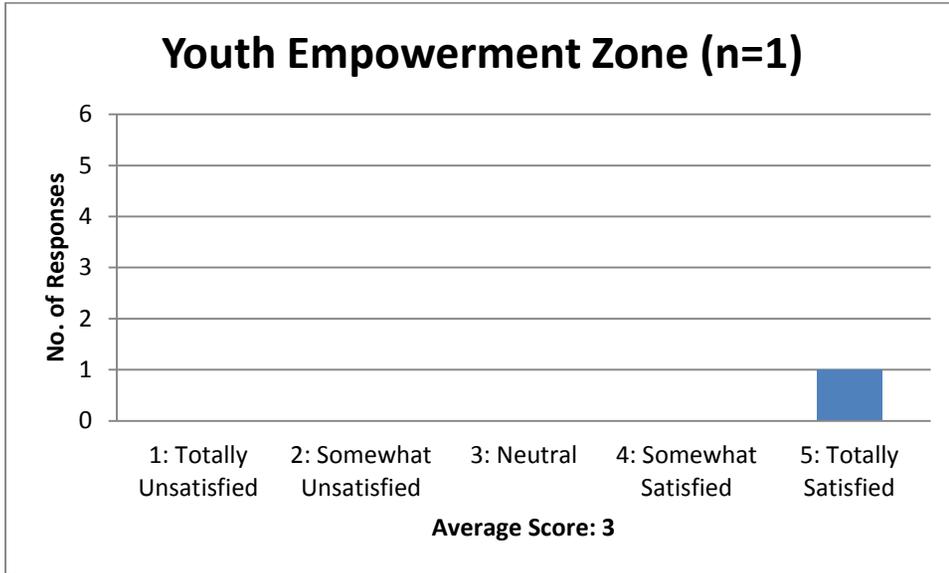
7. Program-Based Budgeting: 2.77

	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 historical data and trends, projects needs for the year, budget reviewed and approved by the Board	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>High</p> <p>High</p> <p>Moderate</p> <p>Moderate</p>	<p>3</p> <p>3</p> <p>3</p> <p>2</p> <p>2</p>	
Program Based-budgeting Capacity Score:		25/9=	2.77

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 	Not as widely known as they would like to be	2	
<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>		11/4=	2.75

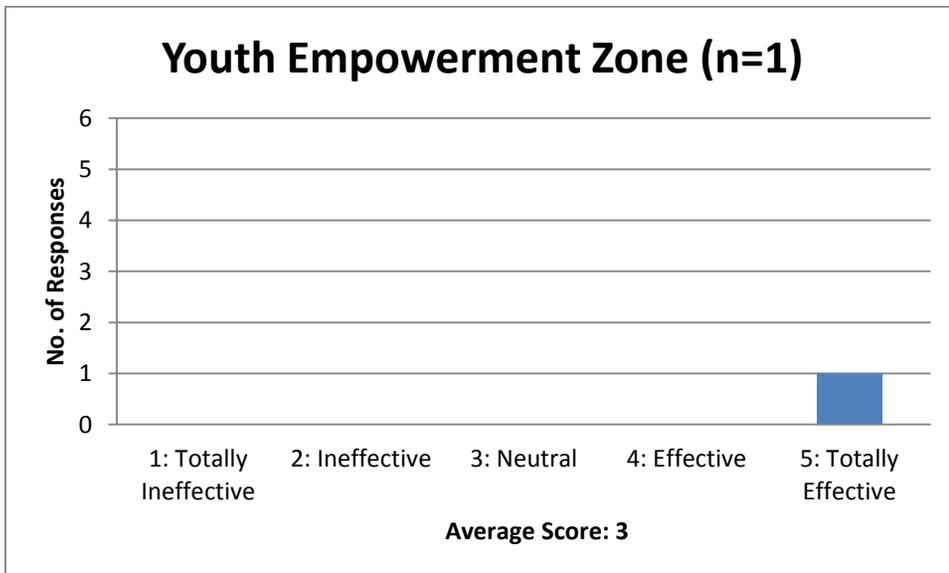
Please rate your overall satisfaction with your partnership with the agency.



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:

We have coordinated and arranged services for many of our youth through YEZ, their programs and mentoring have been outstanding and incredibly helpful and we will continue our partnership with them in the future. They have arranged jobs for several of our youth and coordinated enrollment in GED classes for several others, and they always check in with these youth to assess their progress and to help with any questions/concerns that may arise. Their staff is incredibly easy to contact and are extremely passionate about the work they do, and I'm beyond grateful to have had the opportunity to work with them on so many occasions.