

**Community Empowering Youth (CEY) Program
Preliminary Capacity Assessment**

Please review this checklist and answer the questions that best describe the capacity of your organization at this time. ***Please return the completed assessment to GRANTS Inc., attention Gabrielle Gill, by Monday, January 26, 2009.***

Please include the following:

- Copy of the organization's 501(c)(3) IRS determination letter
- List of current board members with professional affiliations and contact information

Please return the preliminary capacity assessment to:

**IU Northwest Non-Profit Institute
Attention: Gabrielle Gill
IU Northwest
Library Conference Center Room 201
3400 Broadway
Gary, IN 46408**

Fax: 219.981.5677

Deadline Date: Monday, January 26, 2009

**Assessment Tool Modified from the Great Lake Award Process Developed By
Legacy Foundation and Grants, Inc.**



Communities Empowering Youth (CEY) Program Preliminary Capacity Assessment

ORGANIZATIONAL OVERVIEW

Organization's Name: _____

Mailing Address: _____

_____, IN Zip Code: _____

Telephone #: _____ Ext. _____ Fax #: _____

E-mail address: _____

Website address: _____

Name/title of chief officer: _____

Name/title of contact person: _____

Phone number: _____ & e-mail address: _____
for contact person (if different from above)

Name of Board Chair/President: _____

Annual operating budget: _____

Date of 501(c)(3) IRS determination letter: _____

The following individual has reviewed this preliminary capacity assessment and certifies that it is accurate:

(Signature) _____
Executive Director/Authorized Agent

Date _____

Please circle the answer that most accurately describes the capacity of your organization's practices and policies.

Explanatory Notes

Note: Some organizations choose not to adopt certain management practices because of the particular circumstances of the organization. Therefore, some of the questions listed below may not be applicable to your organization. You are welcome to identify any characteristic(s) in the questions listed below that do not apply to your organization or that your organization has not adopted. Please attach a separate sheet to explain why the particular practice or quality does not pertain to your organization.

I. Leadership Development:

A. Board Composition

- Are there policies and procedures in place to ensure diversity in board membership? Yes No
- Do former clients or individuals who can represent the interests of clients serve on the board? Yes No

B. Volunteer Management

- Does the organization use volunteers to expand and enhance services? Yes No
- Does the organization provide orientation, training and supervision for volunteers? Yes No
- Is there a written job description for volunteers? Yes No
- Does the organization have a volunteer recognition program? Yes No
- Does the organization evaluate and provide feedback to volunteers? Yes No

II. Organizational Development:

Governance:

A. Bylaws

- Does your organization have bylaws? Yes No
- Has the board reviewed and updated the bylaws? Yes No
- Does your organization maintain a file or official record book for board meeting minutes? Yes No

B. Board Responsibilities

- Do the members of your Board of Directors have written job descriptions? Yes No
- Are the expectations of board members in writing? Yes No
- Does the board review its performance on an annual basis? Yes No

C. Board Conduct/Conflict of Interest

- Does your organization have a governance committee or other committee responsible to ensuring that the organization adheres to its bylaws? Yes No
- Does your organization have a conflict of interest policy that is signed on an annual basis by board members? Yes No

D. Mission and Vision Statements

- Does the organization have a Mission Statement? Yes No
- Has the Mission Statement been approved by the board? Yes No
- Does the organization have a Vision Statement? Yes No
- Has the Vision Statement been approved by the board? Yes No

E. Strategic Plan

- Does the organization have a strategic plan? Yes No
The plan covers the period from _____ to _____.
- Was this plan approved by the Board of Directors? Yes No
- Is this the organization's first strategic plan? Yes No
- Does the board monitor progress toward the objectives outlined in

the strategic plan?	Yes	No
• Does the organization establish an annual plan and objectives consistent with the strategic plan?	Yes	No
• Does the board regularly review progress toward the annual objectives and make any necessary changes?	Yes	No
• Does the planning process take into account and provide for the procurement of resources necessary to achieve these objectives?	Yes	No
• Is consumer/client input considered in the planning process?	Yes	No

F. Facilities

• Does the organization provide a safe, clean environment for consumers/clients and employees that meets Americans with Disabilities standards?	Yes	No
• Does the organization have current compliance permits with local fire, safety, health and sanitation regulatory bodies?	Yes	No
• Does the organization have current and adequate insurance coverage to protect against fire, theft, personal injury or liability?	Yes	No
• Does the organization integrate long-term facilities planning and decision-making into its overall long-term strategic planning?	Yes	No
• Does the organization have financial systems, policies and resources that enable it to assess, plan for and control facilities-related costs in the short and long term?	Yes	No
• Does the organization have an operating and maintenance plan for its facility?	Yes	No
• Does the organization hire and train competent people to operate and maintain the facility?	Yes	No
• Does the board work in partnership with the executive director to make major facility decisions, but not get involved in day-to-day facility issues?	Yes	No

G. Technology

• Does the organization have an integrated hardware and software system for office operations?	Yes	No
• Does the organization have a technology and information infrastructure that supports operations and planning?	Yes	No
• Does staff have the skills to effectively use the information technology system?	Yes	No
• Does the organization have fundraising or donor tracking software?	Yes	No
• Is the fundraising or donor tracking software being utilized effectively?	Yes	No
• Does the organization have a plan and system for repair and regular upgrade of software and hardware?	Yes	No
• Have adequate financial resources been committed for technology?	Yes	No

H. Human Resources

• Does the organization have written personnel policies that are distributed to all staff?	Yes	No
• Does the organization have job descriptions for each position?	Yes	No
• Do all staff members, including the executive director, receive an annual written performance review that includes a personal conference with the supervisor?	Yes	No
• Do staff members have the necessary education, experience and certifications needed to perform their duties well?	Yes	No
• Are professional development opportunities, either internal or external, available to all staff members each year?	Yes	No
• Are salaries within the range of community norms?	Yes	No
• Does the organization conduct an assessment of salaries and benefits at least every three years to determine appropriate levels?	Yes	No
• Are staff meetings held regularly?	Yes	No

- Are there policies and procedures in place to ensure diversity of staff members? Yes No

Fiscal Management:

I. Operating Budget

- Does your organization prepare and adhere to an annual balanced budget for its operations? Yes No
- Does the board approve the operating budget? Yes No
- Does the board receive reports comparing budgeted vs. actual balances at least once each quarter? Yes No
- Does the board have a finance or similar committee that meets at least quarterly and reviews the agency's budget and interim financial statements? Yes No
- Does the organization have a regular financial review? Yes No
- Does the board receive, review and respond to the management letter prepared by the auditor or independent financial reviewer in compliance with GAAP? Yes No
- Does the board follow up on any corrective action that needs to be taken as a result of the management letter? Yes No
- Does the organization have sufficient cash to meet current obligations? Yes No
- Does the organization periodically assess the amount of high liability risk and implement appropriate measures to manage such risk? Yes No
- Do the organization's management and board review information on program expenses on a regular basis? Yes No

J. Operating Reserve/Debt

- Does the organization have a policy concerning the amount of operating reserves? Yes No
- Is the organization carrying any debt? Yes No
- If yes, does the board have a plan for eliminating the debt? Yes No
- In the last five years, has the organization loaned or advanced funds to staff or board, EXCEPT for routine travel expenses? Yes No

K. Audit (Please answer these questions about your **last** completed fiscal year):

- Does your organization have an audit for the most recent fiscal year? Yes No
- Do you have financial information for the most recent fiscal year that was reviewed or audited by a Certified Public Accountant? Yes No

Resource Development:

- Does the organization have a diversified funding strategy? Yes No
- Does the organization have a resource development plan in place that reflects the organization's mission and goals and that will generate the funds needed to be effective? Yes No
- Is the board involved in setting annual fundraising goals? Yes No
- Is progress toward these goals reviewed on a regular basis? Yes No
- Did the organization achieve its resource development goals in its last completed fiscal year? Yes No
- Does the organization track donors and how much they give? Yes No
- Does the organization acknowledge all donors? Yes No
- Does the organization provide letters to donors indicating the size of the gift and the tax deductible portions of certain contributions, such as special events and memberships? Yes No
- Does the organization have a written Case for Support? Yes No

III. Program Development:

Program Management:

- Are individual program descriptions with target populations available? Yes No
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- Are core programs in alignment with the organization’s vision and mission? Yes No
- Does the organization have stated goals and a budget for each program? Yes No
- Does the organization track the quantity of services provided by program? Yes No
- Does the organization have identified outcomes for each program and indicators to measure progress? Yes No
- Does the organization measure results against outcomes? Yes No
- Does the organization have a mechanism in place to periodically obtain and document client/consumer comments on each program? Yes No
- Is client/consumer input used in making program revisions? Yes No
- Does the organization have written policies and rules relating to clients/consumers, such as confidentiality, client rights and responsibilities, fee structures, payment guidelines, hours of operation and eligibility criteria? Yes No
- Does the organization readily distribute these written policies and rules to clients/consumers? Yes No

IV. Community Engagement:

Collaboration:

- Does the organization have established collaborative relationships with other organizations in the community? Yes No
- Do these collaborative relationships include activities such as establishing common goals, pooling resources, joint planning, implementing and evaluating services and evaluating services and procedures? Yes No
- Have these collaborative relationships been in place for at least one year? Yes No

Marketing and Communications:

- Does the organization have a public relations plan and process in place? Yes No
- Does this plan provide educational outreach to the community? Yes No
- Does the organization have a clearly stated policy on how it presents clients/consumers to the public in speeches, publications, and other media, including strategies to protect client/consumer privacy and confidentiality? Yes No
- Does the organization have release forms for consumers/clients for public exposure or participation in a public event? Yes No
- Does the organization have appropriate materials for use in public relations and marketing? Yes No
- Does the organization regularly assess the market relative to competitors, client need and satisfaction? Yes No