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SWK456-556

Generalist Practice With Groups, Organizations, and Communities

Organizational Mini-Assessment

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Nonprofit Organizational Assessment

Using an organization with which you are familiar, complete the following assessment:

Internal Assessment

- ***Legal basis, mission, bylaws, and history***
  - ☐ The legal basis is clearly stated in appropriate documents.

  - ☑ The mission statement is current and accurate and specifies reason for existence and expected outcomes.

  - ☑ The bylaws are relevant, current, and accurately portray the needs of the organization.

• ***Administrative structure and management style***
  - ☑ The administrative structure and management style fit the mission and services of the organization.

  - ☑ Transparent and structured lines/systems for decision-making exist.

  - ☐ Roles are clearly defined.

  - ☑ Decision-making involves broad participation as practical and appropriate.

  - ☑ Clear communication lines exist for dissemination of decisions.

  - ☑ A comprehensive, integrated system is used for measuring the organization's performance and progress on a continual basis.

• **Program structure, programs, and services**

  - ☑ Continual monitoring and assessment of the structure, processes, and programs occurs.

  - ☑ Program evaluation data is collected, used, and linked to systematic improvements.

  - ☑ Programs and services reflect evidence-based practice.

  - ☑ The need for programs and services is well documented.

☑ Programs and services are well-defined and fully aligned with mission.

☑ A system is in place to collect data about gaps in the ability of existing programs to meet recipient and community wide needs.

☑ Programs and services are efficient, effective, and high quality.

☑ New ideas are continually offered to meet service gaps.

•Organizational culture (i.e., physical surroundings, public relations, language, procedures, social justicel diversity)

☑ Physical infrastructure is well suited to current and anticipated needs.

☑ Physical infrastructure enhances effectiveness.

☑ Communications carry a consistent and powerful message.

☐ Informal expectations are clearly articulated and supported by staff.

☐ A communications plan and strategy is in place and updated on a frequent basis.

☑ Marketing materials are professional, used consistently, and are current.

☑ Materials are provided in multiple languages as needed and reflect diversity.

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● **Personnel policies and procedures.**

☑ Recruitment, selection, orientation, supervision, training and development, performance appraisal, termination, and grievance processes are identified.

☑ Relationships between and among positions and position qualifications are identified.

☑ Diversity is characterized as an asset.

☑ Organizational resources devoted to staff continuing education are sufficient.

☑ Policies and procedures reflect. systems that are culturally competent.

• <u>Resources (i.e. financial, technological, personnel)</u>

☑ Funding is sufficient, comes from diverse sources, fits the mission, and provides insulation from market instabilities.

☑ Board members embrace fundraising as a core role.

☑ Board fundraising plans are in place.

☑ Electronic data systems sufficiently gather and report appropriate data regarding clients, staff, volunteers, program outcomes, and financial information.

☑ The website is sophisticated, comprehensive, interactive, and regularly maintained.

☑ Positions are adequately and appropriately staffed and vacancies are quickly filled.

☐ Staff are capable, committed, and bring complementary skills and momentum for improvement.

☑ Technology needs (e.g., computers, phones, etc.) are adequately met.

<u>External Assessment</u>
• <u>Relationship with funders and potential funders</u>

☑ Fundraising skills and expertise are adequate for funding needs.

☑ Sustainable revenue-generating activities are used.

☑ A system for regular communication and reporting with current funders is used.

☑ A system to cultivate potential funders is used and continually updated.

☑ Ideas for revenue diversification are continually considered.

☑ Feedback from current funders is sought and considered

•Relationship with clients

☑ A system to actively recruit and involve clients in offering feedback is used.

☑ A system to actively involve clients in making decisions is used.

☑ When possible, clients work collaboratively with staff in important roles, such as volunteer positions of leadership.

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● **Relationship with organizations in network (ie, referrals and partnerships)**

☑ Strong, positive relationships with similar and related organizations exist.

☑ Presence on relevant partnerships is evident, and leadership roles are appropriately taken.

☑ Reciprocity is sought with relevant organizations.

● **Relationships with political figures**

☑ Strong, high-impact relationships using regular communication with a variety of political entities (i.e., local, state, and federal government) and community leaders exist.

☑ Proactively and effectively influences policy-making at the local, state, and/or national level.

☑ Participates in substantive policy discussions with opinion and political leaders.

BronxConnect

How easy was it to gather the necessary information for this assessment? This agency is well-arranged and the information is kept in a data-based system, which allows staff members to be able to acquire necessary information when needed. Also, the agency supervisor was always available to search for any information that was necessary.

What were your sources? BronxConnect has many different groups within the organization. For example, they have a justice alternatives program that consists of 2 separate groups Alternative-to-Incarceration (ATI) & Alternative-to-Detention (ATD). Both Programs are aligned with the Department of Education and the judicial system, which forces the agency to maintain a professional structure when it comes to progress reposts and data information if they want to keep their funding.

What appear to be the top strengths of the agency? The strength of this agency is the way they help to reduce the numbers of incarceration and recidivism among teens and young adults from low-income communities throughout the Bronx. The program focuses more on interrupting violence through the communities with what they call "credible messengers", these are individuals that had gone through incarceration themselves and now are looking to better serve their community. Another strength of this organization helps the participants to deal with their emotions and help them better manage their anger. Lastly. One thing I enjoy about this agency is, the way believe in every individual that goes through the Program.

What evidence supports this? Based on their website states that, 76% of youth incarcerated in NYS OCFS Detention Centers will have a new arrest for a criminal offense within 12 months of their release from custody. Youth who graduated from the Bronx Connect ATI (Alternative-to-Incarceration) Supreme Court program had a one-year recidivism rate of only 17%.

What appears to be two or three areas for growth for the agency? The agency is showing a lot of signs of growth. They have been branching out throughout the New York borough and other States. Also, this agency has been opening the door to future Social Workers with granting them opportunities to do their Practicum in their agency. Third, many ex-convicts had been able to adapt to civil society by getting a creditable messenger job in the agency. This is a huge benefit to the city and many families.

What recommendations do you have for engaging this agency in a change process? To find different streams of resources to secure funds for staffing and other programs.