

Appendix D: Worksheets

ORGANIZATIONAL READINESS ASSESSMENT

What is your organization's mission, objectives, and strategic priorities?

Starting on the next page are a series of questions broken down into sections (each section relating to a different part of organizational readiness) that will help you gauge if your organization is prepared to take on an Emergency Mat Program.

These questions have been adapted from the SHI document, A Step-by-Step Guide to Developing Affordable Housing (2019).

1. ORGANIZATIONAL STRUCTURE	Yes	No	Need to Address
Is the organization incorporated & nonprofit status intact (if applicable)?			
Are you in good standing with relevant government bodies?			
Have you made all required tax filings?			
Do you have a strategic plan or mission that identifies homelessness as a key activity?			
Does management have the ability to manage additional activities?			

Are policies & procedures in place governing homelessness activities?			
Does the organization have adequate liability insurance?			

2. BOARD, STAFF, AND DEVELOPMENT TEAM CAPACITY	Yes	No	Need to Address
Do board members have professional skills directly relevant to homelessness and/or emergency shelters? What efforts have been made to recruit such board members?			
Has there been stability/continuity of board members over the last several years?			
Is there a good relationship between board and staff? Do they have shared goals for the organization?			
Has the board demonstrated the ability to make timely decisions?			
Background in social work			
Proficient Fundraising/grantsmanship abilities?			
Operations management skills?			
Training: Do you provide adequate opportunities and encouragement for staff to receive training and expand their development skills?			
Do you have access to experts beyond your staff in housing development?			
How strong is the internal support of board, members, and staff for the project? Is there internal disagreement? What is the potential impact of the disagreement?			

3. FINANCIAL MANAGEMENT AND CAPACITY	Yes	No	Need to Address
Do you have an annual budget?			

Do you have a process for regularly tracking and monitoring expenditures against budget?			
Do you have adequate procedures in place to monitor cash flow (receipts and disbursements)?			
Do you have adequate cash to pay bills most of the time?			
If you have found a site for the emergency mat program, can you afford the rent for this site? Have you considered how many months' rent you can afford?			
Can you afford the necessary maintenance and operating costs of this project?			
Does the organization have a diversified and stable funding base for operations?			
Are the revenues predictable year-to-year?			
Are any programs or projects currently at risk of being discontinued due to a lack of capacity and/or sustainable funding?			
Do you make regular reports to the board updating financial positions? (If applicable).			

4. PROGRAM PLANNING AND MANAGEMENT	Yes	No	Need to Address
Has the organization done any analyses of the homelessness in the community and the need for an emergency mat program?			
Does the organization have a process for regularly monitoring the progress or reviewing the state of programs and projects? For example: board updates, status reports, quarterly reviews etc.			
Does your team have a process for making timely decisions?			

Do you have positive relationships with your community/neighborhood? Are they likely to support the implementation of an Emergency Mat Program?			
Do you have positive relations with your local government, and can you count on them for support, approvals and funding?			

5. PROJECT FEASIBILITY & ORGANIZATIONAL IMPACTS	Yes	No	Need to Address
Do we have evidence of a sufficient demand for an Emergency Mat Program in the community?			
Is there a financial plan or analysis demonstrating feasibility and long-term viability?			
Is there a designated site, available long-term, to implement the Mat Program?			
Have you thought about opportunity costs of the program? And mitigated ways in which it will cause other programs or individuals to suffer?			
Are there other benefits to the community from the Emergency Mat Program you plan to implement?			
Long term strategic planning for homelessness response and transitional housing in the community? Strategic planning for regional response			

CONCLUSIONS OF THE ORGANIZATIONAL ASSESSMENT

If you answered yes to all of these questions, it is likely that your organization is ready to move forward with an Emergency Mat program and to embark on the next steps.

If you answered yes to half of these questions along with a few No's that you have a mitigation strategy for, you are in the right position to move forward with an Emergency Mat Program. We recommend you address the issues with your mitigation strategies as soon as possible for a smoother implementation process.

If you answered no to the majority of these questions, your organization might need to address a few or more of the issues before moving ahead with the implementation. If you are in a position where time is a key factor, we recommend bringing in external partners to help you dissolve the issues.

Our organization is strongest in the following areas:

The following areas are where improvement is needed if the organization is to succeed at implementing an emergency mat program: