ELEMENT 2
Administration & Organization

A quality program has well-developed systems and sound fiscal management to support and enhance programming and activities for all participants.

Note: Some of the administrative indicators below are measured by a checklist rather than on a scale of 1-4. For these indicators, check off those that your program has in place, and leave blank those that are still in need of completion.

A QUALITY PROGRAM:

☐ a. *Maintains all required documents (e.g., permits, security clearances, insurance, etc.) where applicable.

☐ b. *Has complete and current enrollment/registration documents for all participants.

☐ c. *Maintains accurate and accessible medical records on participants that are shared on a need-to-know basis and in compliance with HIPAA regulations.

☐ d. *Completes all required reports and submits them in a timely manner.

☐ e. *Has site director and staff who comply with state training regulations where applicable.

☐ f. *Maintains staff-to-participant ratio as per state regulations when applicable.

☐ g. *Conducts all required fire/safety drills.

☐ h. *Communicates about policies and expectations, including attendance, with parents.

☐ i. *Creates, consistently uses, and updates an employee handbook that clarifies internal policies and procedures, including a clear salary structure for program staff.

☐ j. *Has a clear policy for inclusion of all youth, including those with diverse abilities.

	PERFORMANCE LEVEL				PLAN TO IMPROVE		
	1	2	3	4	RIGHT NOW	THIS YEAR	NEXT YEAR
1. *Establishes and maintains a centralized database of participant and program information, including participant attendance data, which is regularly updated and monitored.							
2. *Documents where participants are during program hours, including arrival and dismissal.							
3. *Provides adequate security for the program.							
4. *Has approved budget; reviews and adjusts budget periodically.							
5. Negotiates optimal use of school, community-based organization, and community resources to best meet the needs of participants and their families.							
6. Builds trust and transparency for all participants, families, and staff through clearly communicated policies and procedures for data sharing.							

NOTES:

Administration & Organization

A quality program has well-developed systems and sound fiscal management to support and enhance programming and activities for all participants.

A quality program has a clear mission statement and set of goals. It has well-defined policies and procedures, which are documented in a handbook. The organization complies with mandates from government agencies and other funders. Records are well-maintained, and licenses are up-to-date.

CHECKLIST:

✔ Maintains all required documents (e.g., permits, security clearances, insurance, etc.) where applicable.

✔ Has complete and current enrollment/registration documents for all participants.

✔ Maintains accurate and accessible medical records on participants that are shared on a need-to-know basis and in compliance with HIPAA regulations.

✔ Completes all required reports and submits them in a timely manner.

✔ Has site director and staff who comply with state training regulations where applicable.

✔ Maintains staff-to-participant ratio as per state regulations when applicable.

✔ Conducts all required fire/safety drills.

✔ Communicates about policies and expectations, including attendance, with parents.

✔ Creates, consistently uses, and updates an employee handbook that clarifies internal policies and procedures, including a clear salary structure for program staff.

✔ Has a clear policy for inclusion of all youth, including those with diverse abilities.

Administration & Organization, Indicator 1

*Establishes and maintains a centralized database of participant and program information, including participant attendance data, which is regularly updated and monitored.

Performance Level 1
The program does not have a database for tracking participants' information, such as attendance records or emergency contact numbers. Attendance and other data is missing or is maintained by hand.

Performance Level 2
The program has a database for tracking participants' information. The database is not maintained; information is often outdated or incorrect. Some participants' information does not appear in the database. The site director is the only staff member with access to the information.

Performance Level 3
The program has a database for tracking participants' information. The database is regularly maintained; information is generally updated and correct. Information appears in the database for all participants. The site director is the primary database user, but other staff members can access the information.

Performance Level 4
The program has a database for tracking participants' information. The database is maintained at least weekly; information is generally updated and correct. All information for each participant appears in the database. In addition to standard information, the database includes sections for notes on participant behavior, progress, health, and diverse abilities. The site director is the primary database user, but other staff members can access the information and are encouraged to do so in order to ensure that as much information as possible is stored about each participant. Site director analyzes this data to look for patterns that affect recruitment, marketing, and decision making for the program/organization.

Administration & Organization, Indicator 2
*Documents where participants are during program hours, including arrival and dismissal.

Performance Level 1
The program does not document where participants are during program hours. Staff members cannot easily locate participants, making it difficult for family members, health staff, or others to find them.

Performance Level 2
The program uses a sign-up form for activities during program hours in addition to sign in at program arrival and sign out at dismissal. When participants change activities, the activity sign-up lists are not updated. Staff members can generally locate participants when activity sign-up lists are accurate.

Performance Level 3
The program documents where participants are during program hours by having staff members take attendance for each activity in addition to sign in at program arrival and sign out at dismissal. The site director collects the attendance logs and keeps them on file. Staff members can always locate participants when necessary. Staff follow up to find out why children are not present (on vacation, still in classroom, excused for illness, etc.).

Performance Level 4
The program documents where participants are during program hours by having staff members take attendance for each activity in addition to sign in at program arrival and sign out at dismissal. The site director collects the attendance logs, reviews them to determine which activities participants attend most, and uses the information to make adjustments to the program. Staff members can always locate participants when necessary. Staff follow up to find out why children are not present (on vacation, still in classroom, excused for illness, etc.).

Administration & Organization, Indicator 3
*Provides adequate security for the program.

Performance Level 1
No security is provided for the program. The program has no formal connection to the program host's security. Participants are usually supervised by an adult, but occasionally are left unsupervised for short periods of time.

Performance Level 2
Security is informally handled by staff members. Staff members monitor the safety of program participants and monitor external guests. The program host's security does not assist with visitors. Participants are always supervised by an adult, but occasionally the adult is a family or community member who does not work for the program.

Performance Level 3

The program employs a security guard during program hours. During staff orientation, staff members are taught how to ensure the security of the program, including keeping participants safe and monitoring external guests. The program is formally included in the program host's security efforts (e.g., safety agents patrol the halls during and after the program). Participants are always supervised by an approved adult according to all applicable regulations and program policies. Program staff are aware of and participate in lockdown plans for their buildings (which may include other partners) and other safety protocols and procedures.

Performance Level 4

The program employs a security guard during program hours. During staff orientation, staff members are taught how to ensure the security of the program, including keeping participants safe and monitoring external guests. A security plan was developed by staff members, the security guard, participants, families, and others that addresses what to do in the case of different emergencies. The program host seamlessly incorporates the program into all its security procedures. Participants are always supervised by multiple approved adults according to all applicable regulations and program policies. Program staff help develop and participate in lockdown plans for their buildings (which may include other partners) and other safety protocols and procedures.

Administration & Organization, Indicator 4

*Has approved budget; reviews and adjusts budget periodically.

Performance Level 1

The site director does not track expenses and revenues, and does not have access to budget information. The organization's fiscal staff does this independently, and other staff members and stakeholders never review this financial information. No system of accountability exists related to budget issues.

Performance Level 2

The site director tracks expenses and revenues using a budget template. The budget is updated once or twice each year. The budget is approved by the program's oversight body (i.e. Board of Directors, school administrators, etc.) once in the beginning of the year. However, staff members and stakeholders never review the budget and not aware of where to find expense records.

Performance Level 3

The site director tracks expenses and revenues using a budget template and records all accounts payable. Records are kept in a book or electronic spreadsheet or system. The budget is updated quarterly. The budget is approved by the program's oversight body (i.e. Board of Directors, school administrators, etc.) once in the beginning of the year, and again at a mid-year point. The site director reviews the budget with other staff members and stakeholders. Staff members are aware of where the records are kept.

Performance Level 4

The site director tracks expenses and revenues using a budget template. The site director records all accounts payable and ensures that another staff member checks his or her records to confirm that expenses were tracked correctly. The budget is updated at least monthly, and includes updated expense and revenue projections. The budget is approved by the program's oversight body (i.e. Board of Directors, school administrators, etc.) once in the beginning of the year, and again at a mid-year point. The site director reviews the budget with other staff members and stakeholders, and points out line items that directly affect staff decisions about the program such as the supplies budget. All staff members know where to find records in case an inquiry is made. Records are kept in both a book and an electronic spreadsheet or system.

Administration & Organization, Indicator 5

Negotiates optimal use of school, community-based organization, and community resources to best meet the needs of participants and their families.

Performance Level 1

Staff members do not have established relationships with schools, community-based organizations, and other community organizations. Therefore, resources from other organizations are rarely shared with participants and their families. Staff members do not receive support from the staff at other organizations. Program activities are often moved to different spaces or lose access to shared equipment by the program host with no prior discussion or approval.

Performance Level 2

Staff members have some informal relationships with schools, community-based organizations, and other community organizations. These relationships are mostly based on the site director's personal contacts. Resources from other organizations are shared with participants and their families occasionally, but not consistently, when staff members are aware of them. Staff members receive little support from the staff at other organizations.

Performance Level 3

Staff members have relationships with several local schools, community-based organizations, and other community organizations. Several staff members maintain these relationships; relationships are not lost during staff transitions. Resources from other organizations are shared with participants and their families regularly. Staff members receive support from the staff at other organizations. The program and other organizations share human resources such as specialist teachers, security guards, or nurses.

Performance Level 4

Staff members have relationships with most local schools, community-based organizations, and other community organizations. Several staff members maintain these relationships; relationships are not lost during staff transitions. Many of these relationships have established partnership agreements that outline how the relationship will benefit the program. Resources from other organizations are shared with participants and their families regularly. Staff members receive support from the staff at other organizations through partnerships. The program and other organizations share human resources such as specialist teachers, security guards, or nurses, and the program utilizes community volunteers to serve as tutors, mentors, and group leaders.

Administration & Organization, Indicator 6

Builds trust and transparency for all participants, families, and staff through clearly communicated policies and procedures for data sharing.

Performance Level 1

Staff and families are unclear about policies and procedures for data sharing. Polices are implied. Families are unaware of what data the staff collects. Written staff and/or parent handbooks do not exist. The program does not have parent conferences or daily check-ins with parents or participants.

Performance Level 2

Staff and families are unclear about policies and procedures for data sharing. There are written parent/staff handbooks that include a section on data sharing. Informal daily check-ins with participants occur. Staff check in with parents infrequently. Parent conferences are available upon request.

Performance Level 3

Staff receive a manual at orientation and parents receive a handbook at enrollment. These clearly outline the program's policies and procedures for data sharing and are updated as needed. Staff check in with parents frequently and have a daily check-in with participants. Parent conferences are available on request, and formal conferences occur once per year.

Performance Level 4

Staff check in with parents and participants daily. Families receive a handbook upon enrollment and sign after reviewing the handbook. Staff and family handbooks are updated annually. Policies are developed collaboratively with participants and families. Participants and families are involved in interpreting data. Staff and family handbooks clearly outline how data will be collected and incorporated into the program, such as the use of grades and test scores. Parent conferences are offered at least twice per year and are also available upon request.