

OPERATIONS



A quality program employs reliable system that foster responsible fiscal management, address program sustainability, and project the need for continuous enhancements of the program, safety, staff, and youth through evaluations.

CORE COMPETENCIES

Child/Adolescent Observation and Assessment
Health, Safety, and Nutrition
Program Planning and Development

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GUIDELINE 1: *The program has a clear mission statement and business plan that includes:*

- 1.1** A written statement of mission and goals encompassing all aspects of the program (e.g., staff, financial, community).
- 1.2** Youth, staff, parent/guardians, and board member involvement in long-term decision making and planning efforts.
- 1.3** A marketing strategy to promote and publicize the program.
- 1.4** Compliance with required governmental mandates including licensing standards, if applicable.
- 1.5** Appropriate business and bookkeeping practices, including an approved budget that is reviewed and adjusted on a systematic basis.
- 1.6** Quarterly meetings with partners, board members, and other community supporters.
- 1.7** A long-term plan for sustaining and growing the program.

ASSESSMENT 1: *A quality program...*

INDICATOR	PERFORMANCE LEVEL					TARGET NOW	TARGET 6 MOS	TARGET 12 MOS
	1	2	3	4	5			
Develops a written statement of its mission and goals that encompasses all aspects of the program	1	2	3	4	5	○	○	○
Involves youth, staff, parents/guardians, and board members in its long-term planning and decision-making efforts	1	2	3	4	5	○	○	○
Uses a marketing strategy to promote and publicize their program	1	2	3	4	5	○	○	○
Maintains compliance with required governmental mandates, including licensing standards (if applicable)	1	2	3	4	5	○	○	○
Uses appropriate business and bookkeeping practices; has an approved budget that is reviewed and adjusted regularly	1	2	3	4	5	○	○	○
Holds quarterly meetings with partners, board members, and other community supporters	1	2	3	4	5	○	○	○
Implements a long-term plan for sustaining and growing program	1	2	3	4	5	○	○	○

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GUIDELINE 2: *The program is guided by clearly written policies and procedures for staff, volunteers, board members, and the administration.*

- 2.1** A personnel manual and written job description is provided for each job/volunteer position. Staff/volunteers read the manual and agree in writing to comply with the policies/ regulations.
- 2.2** A written policy/procedure manual explaining daily practices and health and safety issues is provided for each staff/volunteer.
- 2.3** Comprehensive orientation for all staff/volunteers occurs within one month of beginning employment or volunteer experiences. Orientation to include:
 - mission and goals
 - licensing regulations, if applicable
 - program policies and procedures
 - supervision
 - health and safety practices
 - daily program of activities
 - confidentiality
 - crisis management
 - universal precautions
 - signs and symptoms of illness
 - mandated reporting of child abuse and neglect
 - critical incident reporting
- 2.4** Staff meetings are scheduled regularly; staff attendance is expected. Volunteers are encouraged to attend.
- 2.5** Ongoing professional development requirements are established to address the needs of the staff and volunteers.

ASSESSMENT 2: *A quality program...*

INDICATOR	PERFORMANCE LEVEL					TARGET NOW	TARGET 6 MOS	TARGET 12 MOS
	1	2	3	4	5			
Uses a personnel manual that staff/volunteers agree to follow and comply with the policies and regulations	1	2	3	4	5	○	○	○
Maintains job descriptions for each job/volunteer position	1	2	3	4	5	○	○	○
Provides staff/volunteers a written policy/procedure manual explaining program practices and health and safety protocols	1	2	3	4	5	○	○	○
Provides comprehensive orientation for all staff/volunteers within one month of beginning employment or volunteer experiences. See guideline 2.3 for an overview of topics to cover in this orientation	1	2	3	4	5	○	○	○
Holds regularly scheduled meetings with expected staff attendance and documented minutes; encourages volunteers to attend meetings as appropriate	1	2	3	4	5	○	○	○
Ensures ongoing professional development goals are met and staff/volunteers utilize continuous improvement strategies	1	2	3	4	5	○	○	○

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GUIDELINE 3: *Maintain accurate and ongoing written documentation in multiple facets of the program.*

- 3.1** Personnel files for staff and volunteers, including documentation required by internal policy/state regulation, are maintained according to organizational policies. These may include references, background checks, health assessments that include TB testing, training documentation, signed manual compliance sheet, etc.
- 3.2** Youth records such as: daily attendance records, a system for checking youth in and out of the program, snack/meal consumption, and a record of their daily activities are maintained according to organizational policies
- 3.3** Required program participant files (i.e., EMR contacts, medication forms, enrollment forms, health assessments, immunizations, critical incident reports, and persons authorized to pick up the child) are maintained according or organizational policy.
- 3.4** Program policies support and respect confidentiality of youth and families
- 3.5** Organization employs a systematic process to record and track program expenses.
- 3.6** Organization ensures timely submission of required reports and documentation to partners and agencies.
- 3.7** A system for processing and tracking program-related income (i.e., donations and payments) is established.
- 3.8** Critical incidents are documented; physical and/or electronic copies provided to the parent/guardian of the youth involved.
- 3.9** Surveys are regularly administered to collect feedback from youth, parents, staff, and community members.

ASSESSMENT 3: *A quality program...*

INDICATOR	PERFORMANCE LEVEL					TARGET NOW	TARGET 6 MOS	TARGET 12 MOS
	1	2	3	4	5			
Maintains secure personnel files for staff and volunteers	1	2	3	4	5	○	○	○
Keeps daily records of youth including snack/meal consumption, activity tracker, and check in/out process.	1	2	3	4	5	○	○	○
Maintains secure program participant files that include documents required by organizational policy or state regulations	1	2	3	4	5	○	○	○
Records and tracks program expenses	1	2	3	4	5	○	○	○
Submits required reports to relevant partners and/or agencies.	1	2	3	4	5	○	○	○
Systematically processes & tracks program-related income	1	2	3	4	5	○	○	○
Documents critical incidents and provides copies to the parent/guardian of the child involved	1	2	3	4	5	○	○	○
Provides structured opportunities for feedback from youth, caregivers, staff, and community members regarding program operations	1	2	3	4	5	○	○	○

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GUIDELINE 4: *Recruit, hire, and work to retain qualified staff members.*

- 4.1** Staff members are hired in compliance with organizational policies/state standards.
- 4.2** Adequate staff-to-participant ratios comply with organizational policies/state standards.
- 4.3** A written training plan is developed based upon needs assessment of staff and volunteers.
- 4.4** Multiple recruitment strategies are employed to locate qualified staff.
- 4.5** Staff are guided through goal setting, self-assessment activities which strive for continuous improvement strategies
- 4.6** A system is established for staff/volunteer recognition

ASSESSMENT 4: *A quality program...*

INDICATOR	PERFORMANCE LEVEL					TARGET NOW	TARGET 6 MOS	TARGET 12 MOS
	1	2	3	4	5			
Hires staff in compliance with internal policies and state training standards	1	2	3	4	5	○	○	○
Maintains an adequate staff-to-participant ratio that complies with organizational policies/state standards	1	2	3	4	5	○	○	○
Creates and maintains written training plan based on a needs assessment of staff/volunteers	1	2	3	4	5	○	○	○
Uses multiple recruitment strategies to identify qualified staff	1	2	3	4	5	○	○	○
Implements goal setting, self-assessment and continuous improvement strategies for all staff	1	2	3	4	5	○	○	○
Recognizes staff and volunteers for their contributions	1	2	3	4	5	○	○	○

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GUIDELINE 5: *Indoor and outdoor spaces adequately meet the needs of all youth.*

- 5.1** Adequate accommodations are available for varying program activities (i.e., tutoring, independent study, active play, quiet play, socializing, and eating).
- 5.2** Adequate and convenient storage spaces area available for equipment, materials, and personal possessions for both youth and staff members.
- 5.3** Program provides adequate space and equipment that encourages youth independence and creativity.
- 5.4** Youth have appropriate access to materials.
- 5.5** Restrooms and drinking facilities meet the needs of all youth and staff including access to single stall restrooms.
- 5.6** An inclusive and welcoming environment for all youth reflects the diversity of the population served.
- 5.7** A safe and separate area for children who become ill while attending the program is available at all times.
- 5.8** The physical environment is modified to meet the needs and promote inclusion of youth who need accommodations.
- 5.9** A variety of outdoor equipment and games encourage both high and low intensity activities.

ASSESSMENT 5: *A quality program...*

INDICATOR	PERFORMANCE LEVEL					TARGET NOW	TARGET 6 MOS	TARGET 12 MOS
	1	2	3	4	5			
INDOOR SPACES:								
Accommodates various program activities	1	2	3	4	5	○	○	○
Features adequate and safe storage space for equipment, materials, and personal possessions for youth and staff members	1	2	3	4	5	○	○	○
Gives youth appropriate and equitable access to equipment and materials	1	2	3	4	5	○	○	○
Has restrooms, and drinking facilities to meet the needs of youth and staff	1	2	3	4	5	○	○	○
Is inclusive and welcoming and reflect the diversity of the populations served	1	2	3	4	5	○	○	○
Is modified to meet youth and staff accommodations	1	2	3	4	5	○	○	○
OUTDOOR SPACES:								
Adequately accommodate varying program activities	1	2	3	4	5	○	○	○
Use equipment that encourages independence and creative play and various activities	1	2	3	4	5	○	○	○
Ensures a safe and separate area for children who become ill while attending program	1	2	3	4	5	○	○	○

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GUIDELINE 6: *The program provides an emotionally and physically safe, sanitary, and secure environment to meet the needs of all youth.*

- 6.1** No observable safety hazards are present in the program space
- 6.2** Background checks for all staff members and volunteers are consistent with organizational policies and state regulations.
- 6.3** Medical screenings and physicals for staff and volunteers are consistent with organizational policies and state regulations.
- 6.4** Adequate hand washing facilities are available for staff and youth
- 6.5** Staff provide constant supervision and awareness of youth location and their activities; staff utilizes check in/check out procedures.
- 6.6** At least one staff member with a current first aid certificate, including CPR training, is present at all times.
- 6.7** Climate of the program space is appropriately controlled.
- 6.8** All program spaces are sanitary and cleaned regularly.
- 6.9** Access to program space is secure and monitored by program staff.
- 6.10** Staff are properly trained in safety and emergency procedures. Emergency plans are displayed for all to see.
- 6.11** Emergency drills are practiced regularly. All staff, youth, volunteers, and guardians are familiar and comfortable with the emergency drills and plans including fire, natural disasters, and lockdown/out procedures.

ASSESSMENT 6: *A quality program...*

INDICATOR	PERFORMANCE LEVEL					TARGET NOW	TARGET 6 MOS	TARGET 12 MOS
	1	2	3	4	5			
Utilizes outdoor spaces that have no observable safety hazards in the program spaces.	1	2	3	4	5	○	○	○
Performs background checks for all staff members and volunteers consistent with organizational policies and state regulations.	1	2	3	4	5	○	○	○
Requires medical screenings and physicals for staff and volunteers per organizational policies	1	2	3	4	5	○	○	○
Ensures access to hand washing facilities for youth and staff.	1	2	3	4	5	○	○	○
Maintains constant supervision and awareness of youth location and their activities.	1	2	3	4	5	○	○	○
Uses check-out/sign-out procedures.	1	2	3	4	5	○	○	○
Schedules one first aid certified staff member on each program shift.	1	2	3	4	5	○	○	○
Appropriately controls the climate in the program areas	1	2	3	4	5	○	○	○
Cleans and disinfects spaces and materials regularly	1	2	3	4	5	○	○	○
Trains staff in safety and emergency procedures; displays emergency plans for all to see	1	2	3	4	5	○	○	○
Practices emergency drills and displays plans for all to see	1	2	3	4	5	○	○	○