Child and Youth Development Program Administration

INTRODUCTION

COA's Child and Youth Development Program Administration standards address several areas relevant to effective program management and administration, including leadership; oversight; planning; ethical practice; financial management; risk prevention and management; and continuous quality improvement. Implementing these standards supports a program's ability to provide quality programming for children and youth.

Note: *When another person, department, or entity is responsible for implementing some of the practices addressed in these standards, the program should be prepared to provide evidence that this is the case. For example, if a school principal or superintendent is responsible for the quarterly risk review addressed in CYD-AM 8.03, the program should provide documentation to demonstrate this. If the program implements policies or procedures (e.g., conflict of interest policies and procedures) that have been developed and adopted by another body (e.g., the school board, Military Service headquarters, or the governing body of the organization of which the program is a part), the program does not need to develop its own separate policies and procedures. Instead, it should provide evidence that it is implementing the policies and procedures it has been given to enforce.*

Note: *Please see the <u>CYD-AM Reference List</u> for a list of resources that informed the development of these standards.*

Table of Evidence

Self-Study Evidence

- Describe how your program works with the person or entity responsible for providing oversight to strengthen the program and its capacity to meet its mission. Note: This question is not applicable to privately-held and owner-operated for-profits.
- Identify your program's major funding streams, and describe the overall health of your program's finances. Include a description of significant budget/financial reductions or increases experienced in the last two to four years, as well as any actions taken to enhance the program's financial viability.
- Describe your program's overall approach to risk prevention and management. Include 2-3 examples of your program's response to identified risks. Please describe the steps, decision-making process, and actions taken to bring each issue to resolution.
- Describe your program's systems for maintaining information. Which systems, if any, are computerized and which are not (e.g., the

Purpose

Sound administration and management increase program quality and sustainability; promote financial accountability and viability; support transparency and openness; and reduce risk, loss, and liability exposure.

financial management system, human resources)?
- Describe how your program creates a culture that promotes excellence and continual improvement, and focuses on promoting satisfaction and positive outcomes.
- How would your program describe its progress/status with implementing a continuous quality improvement system, and how do you know that the continuous quality improvement process is working? Describe 2-3 examples of actions taken or improvements made in response to data/information generated by your continuous quality improvement efforts. Include at least one example of an improvement related to operations/management and at least one example of an improvement related to program participants, program results/outcomes, or the quality of programming provided.
- Provide any additional information that would increase the Endorsers' understanding of how your program operates relative to these standards.

On-Site Evidence

No On-Site Evidence

On-Site Activities

No On-Site Activities

Purpose

Sound administration and management increase program quality and sustainability; promote financial accountability and viability; support transparency and openness; and reduce risk, loss, and liability exposure.

CYD-AM 1: Authorization to Operate

The program operates as, or as part of, a legally-authorized entity.

Interpretation: *The program may be, or be part of:*

a. *a public agency, such as a school or the military;*
b. *a nonprofit with a governing body incorporated or authorized to conduct business in the state where it operates or is headquartered and with a duly promulgated charter, constitution, and/or bylaws;*
c. *a nonprofit organized as an identified sub-unit of a religious body that has legal status or is an identified sub-unit of another legal entity recognized under state law;*
d. *a corporation sole; or*
e. *a for-profit organized as a corporation, partnership, sole proprietorship, limited liability company, or association with a duly promulgated charter and other appropriate governing documents.*

Purpose

Sound administration and management increase program quality and sustainability; promote financial accountability and viability; support transparency and openness; and reduce risk, loss, and liability exposure.

Rating Indicators

1) The program's practices reflect full implementation of the standard.

2) Practices are basically sound but there is room for improvement.

3) Practice requires significant improvement.

4) Implementation of the standard is minimal or there is no evidence of implementation at all.

Table of Evidence

Self-Study Evidence

- Bylaws/charter/articles of incorporation, or other documentation showing the program operates as (or as part of) a legal entity

On-Site Evidence

No On-Site Evidence

On-Site Activities

- Interview:
    a. Program Administrator and/or Director

CYD-AM 2: Program Guidance and Oversight

Appropriate leadership, guidance, and oversight support effective program operations.

Related: CYD-OST 6.04

Rating Indicators

1) The program's practices fully meet the standard, as indicated by full implementation of the practices outlined in the Practice Standards.

2) Practices are basically sound but there is room for improvement, as noted in the ratings for the Practice Standards.

3) Practice requires significant improvement, as noted in the ratings for the Practice Standards.

4) Implementation of the standard is minimal or there is no evidence of implementation at all, as noted in the ratings for the Practice Standards.

Table of Evidence

Self-Study Evidence

- Job description of the Program Administrator and/or Director
- A description of the responsibilities of the person/entity responsible for oversight
- Contact information for person (or members of entity) responsible for oversight
- A description of the responsibilities of the advisory group
- List of advisory group members, with brief bios and contact information

On-Site Evidence

- Resume of the Program Administrator and/or Director
- Documentation of collaboration with the person/entity responsible for oversight, if applicable
- Advisory group meeting schedule, agendas, and/or minutes
- Protocols regarding advisory group member recruitment and selection

On-Site Activities

- Interview:

Purpose

Sound administration and management increase program quality and sustainability; promote financial accountability and viability; support transparency and openness; and reduce risk, loss, and liability exposure.

a. Program Administrator and/or Director
b. Person (or representative of entity) responsible for oversight, if applicable
c. Member(s) of advisory group
d. Program Personnel

CYD-AM 2.01

The program is guided by a leader who provides the direction, structure, and inspiration needed to maintain a positive culture and support effective program operations.

Interpretation: *While job titles may vary, this type of direction, structure, and inspiration will typically be provided by the Program Administrator or Director.*

Note: *See CYD-HR 6.08 and 8.09 for more information regarding the importance of empowering personnel at all levels to grow their leadership abilities.*

CYD-AM 2.02

Program personnel work with, and provide reports or updates to, the person or entity responsible for providing oversight.

Interpretation: *Different types of programs will report to different authorities. For example, while some programs may report to a governing body, others may be responsible to another type of review board (e.g., a military review board, school board, or school management committee), or to an individual (e.g., a principal or superintendent).*

The person or entity providing oversight may have a variety of responsibilities, such as reviewing the development and implementation of the long-term plan; assessing program quality and fidelity to the program's model; reviewing risk identification and management processes; providing financial oversight; anticipating the need for and developing resources; enhancing and promoting community-program relationships; appointing, collaborating with, and evaluating the program administrator or director; and developing and adopting policy. The program should be prepared to explain how the person or entity responsible for providing oversight and guidance supports the achievement of the program's mission and goals.

Purpose

Sound administration and management increase program quality and sustainability; promote financial accountability and viability; support transparency and openness; and reduce risk, loss, and liability exposure.

NA *The program is a privately-held and owner-operated for-profit, and is not responsible to another person or entity.*

CYD-AM 2.03

The program receives guidance from an advisory group that:

a. includes relevant stakeholders, such as children and youth, parents, and school or community representatives;
b. receives support and information from the program; and
c. provides input about community needs, desired outcomes, programming, and the community's perception of the program.

Related: CYD-ECE 3, CYD-ECE 3.02, CYD-OST 6.03, CYD-OST 6.04, CYD-OST 7, CYD-OST 8.16

Interpretation: *Different types of programs will receive guidance from different types of groups. For example, while one program might convene a parent advisory group that is specific to the program, another program might receive guidance from a standing group affilliated with a larger entity, such as the advisory committee of a community school, the school Parent Teacher Association (PTA), or the governing body of the organization running the program.*

As noted in CYD-AM 3, the advisory group will typically play a role in the development of the program's logic model (or equivalent framework) and long term plan. In order for the group to function well there should be clear and transparent protocols regarding member recruitment and selection, and the program should: (1) establish guidelines regarding how frequently and at what times the group should meet (e.g., three times annually, including before developing goals for the upcoming year); (2) actively consider and respond to the group's input, feedback, and recommendations; and (3) have reasonable expectations about what the group can accomplish within the parameters of its mission and available resources.

Note: *Programs are also expected to involve and collaborate with stakeholders in a variety of additional ways, as referenced throughout the Child and Youth Development (CYD) Standards. For example, expectations regarding stakeholder involvement in program planning and continuous quality improvement are covered in CYD-AM 3 and 11, and additional standards addressing the involvement and input of children and youth, families, and communities are included in CYD-OST and CYD-ECE.*

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CYD-AM 3: Mission and Long-Term Planning

The program's mission and goals are responsive to the needs and aspirations of the community and guide program planning, implementation, and evaluation.

Related: CYD-ECE 1, CYD-HR 1.01, CYD-OST 1.01, CYD-OST 1.02, CYD-HR 1.02, CYD-OST 1.03, CYD-OST 6.02, CYD-HR 8.07, CYD-HR 8.10, CYD-HR 10.01

Purpose

Sound administration and management increase program quality and sustainability; promote financial accountability and viability; support transparency and openness; and reduce risk, loss, and liability exposure.

Rating Indicators

1) The program's practices fully meet the standard, as indicated by full implementation of the practices outlined in the Practice Standards.

2) Practices are basically sound but there is room for improvement, as noted in the ratings for the Practice Standards.

3) Practice requires significant improvement, as noted in the ratings for the Practice Standards.

4) Implementation of the standard is minimal or there is no evidence of implementation at all, as noted in the ratings for the Practice Standards.

Table of Evidence

Self-Study Evidence

- Mission statement
- Logic model (or equivalent framework)
- Long term plan
- Procedures (or description of process) for long term planning (CYD-AM 3.03)

On-Site Evidence

No On-Site Evidence

On-Site Activities

- Interview:
  a. Program Administrator and/or Director
  b. Program Personnel
  c. Person (or representative of entity) responsible for oversight, if applicable
  d. Member(s) of advisory group

CYD-AM 3.01

A written mission statement is responsive to the needs and aspirations of the community, and articulates the overarching aim of the program.

Interpretation: *Information regarding community needs and aspirations may be obtained through available data (e.g., findings from external assessments such as those conducted by the United Way, universities, or municipal planning boards), or through assessments, surveys, or focus groups conducted by the program itself. The program's advisory group should also provide information regarding community needs and goals, as referenced in CYD-AM 2.03.*

CYD-AM 3.02

The program is guided by a logic model or equivalent framework that establishes a clear connection between:

a. the needs the program will address;
b. required inputs (i.e. financial, human, infrastructural, and community resources);
c. planned activities (i.e. the services, supports, and programming to be provided);
d. resulting outputs (i.e. the direct results of activities provided, such as the number of children participating, and the number of families engaged); and
e. desired goals and outcomes that are aligned with the program's mission (i.e. that describe how program participants and the community are expected to benefit from the program in both the short and long term).

Related: CYD-OST-HW 1.01, CYD-OST-AESD 1.01, CYD-OST-AEE 1.02, CYD-OST-AESD 1.10, CYD-OST 4.02, CYD-OST 4.03, CYD-OST 6.03, CYD-OST 7.01, CYD-OST 8.01, CYD-OST 8.03, CYD-OST 8.17, CYD-OST 9.03, CYD-OST 9.04, CYD-OST 10.02

Interpretation: *The program should consider both the best available evidence of effectiveness, and the ages and developmental needs of its target population, when developing its logic model or equivalent framework. The process of developing such a framework can help staff think systematically about how the program can make a measureable difference for program participants and the community, and the completed framework can be a useful tool to support long-term planning, as addressed in CYD-AM 3.03.*

Research Note: *Literature emphasizes that the structure and design of a*

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program should be clearly and intentionally guided by, and aligned with, the program's purpose and goals.

CYD-AM 3.03

Long-term program planning addresses the overall direction and sustainability of the program, and includes:

a. reviewing the program's mission, values, mandates, and logic model (or equivalent framework);
b. considering input from stakeholders including personnel, oversight and advisory entities, program participants and their families, and other community partners;
c. considering information obtained during continuous quality improvement activities;
d. identifying and assessing strengths, weaknesses, and critical issues, including any changing conditions that may impact the program or community;
e. establishing objectives that reflect the analysis of strengths, weaknesses, and critical issues, and support achievement of the goals articulated in the program's logic model (or equivalent framework); and
f. devising strategies for meeting objectives, including timelines, deliverables, and responsible parties.

Related: CYD-HR 1.01, CYD-HR 5.01, CYD-HR 6.02, CYD-HR 8.10

Interpretation: *Planning should include attention to areas including: financial sustainability; material resource needs; human resources, including recruitment, retention, and staff development; the overarching nature and characteristics of programming, including the type and frequency of programming; the overall climate of the program; logistical issues that may impact program participation (e.g., transportation and scheduling); and the importance of obtaining the "buy-in" of stakeholders including staff, program participants and their families, and the community. It should also take into account the planning activities addressed elsewhere in the CYD standards, including financial planning (CYD-AM 7) and human resource planning (CYD-HR 1, 5, and 8).*

Timeframes for planning may vary from program to program, but should be logical. For example, many programs will make plans annually, or for the school year or summer, as appropriate to their program cycle. When the program is part of a larger organization, agency, or network, some aspects of planning will likely be conducted in conjunction with the larger entity's overall strategic planning process.

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Note: *Please note that this standard is about planning for the program's overall direction and sustainability, rather than planning the details of daily activities. Planning for the latter is addressed more specifically in CYD-HR 8.08, CYD-ECE 8, and CYD-OST 8.*

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CYD-AM 4: Legal and Regulatory Compliance

The program complies with applicable laws and regulations.

Note: *As noted in CYD-AM 1, the program must also operate as, or as part of, a legally-authorized entity.*

Rating Indicators

1) The program's practices fully meet the standard, as indicated by full implementation of the practices outlined in the Practice Standards.

2) Practices are basically sound but there is room for improvement, as noted in the ratings for the Practice Standards.

3) Practice requires significant improvement, as noted in the ratings for the Practice Standards.

4) Implementation of the standard is minimal or there is no evidence of implementation at all, as noted in the ratings for the Practice Standards.

Table of Evidence

Self-Study Evidence

- A list of licenses applicable to the program, including the oversight bodies that issue and monitor them
- A letter signed by the Program Administrator or Director and, if applicable, the person/entity responsible for oversight, certifying that the program is in compliance with license requirements and meets applicable laws, regulations, guidelines, and codes

On-Site Evidence

- Relevant licenses or documentation of exemption/non-applicability
- Documentation of compliance with applicable laws, regulations, guidelines, and codes
- Reports from licensing/regulatory review, if applicable

On-Site Activities

- Interview:
  a. Program Administrator and/or Director
- Observe posted licenses, if applicable

Purpose

Sound administration and management increase program quality and sustainability; promote financial accountability and viability; support transparency and openness; and reduce risk, loss, and liability exposure.

(FP) CYD-AM 4.01

The program possesses relevant licenses, if applicable, and displays documents in an area visible to the public.

Interpretation: *Requirements related to licensure may vary from state to state and by program type. For the purposes of this standard, licensing is the process by which an external or superior entity reviews a program and determines whether the program has permission to operate (e.g., state licensing or military inspection).*

Note: *If the program is exempt from licensing, it should request an "NA" from COA and will be required to provide evidence demonstrating the exemption.*

(FP) CYD-AM 4.02

The program meets applicable laws, regulations, guidelines, and codes, including those related to health and safety.

Related: CYD-HR 1.04, CYD-HR 1.05, CYD-HR 1.06, CYD-HR 8.01, CYD-ECE 9, CYD-OST 11.13, CYD-OST 12.05, CYD-OST 12.08, CYD-OST 12.10

Interpretation: *The program is expected to be familiar and comply with all applicable federal, state, and local requirements. When codes differ, for example state and local codes, the stricter code applies. If necessary, the program should consult legal counsel to provide necessary information and guidance.*

The program should have current documentation (e.g., inspection reports) showing that it has met applicable state and/or local health and safety codes, regulations, and guidelines. For example, the program should be prepared to provide proof that it has passed health, building, and fire inspections. Programs that rent facilities should obtain relevant documentation from their landlord. In order to be sure that applicable codes, regulations, and guidelines are met, or when the program cannot obtain access to the required documentation from their landlord or relevant authorities, some programs may choose to arrange for their own inspection of the program space by a qualified person, or develop plans that document their efforts to remain in compliance.

Note: *See CYD-AM 8.01 for more information regarding expectations for*

Purpose

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assessing compliance with federal, state, and local requirements.

Purpose

Sound administration and management increase program quality and sustainability; promote financial accountability and viability; support transparency and openness; and reduce risk, loss, and liability exposure.

CYD-AM 5: Ethical Practices

The program engages in honest, truthful, and responsible conduct, transactions, partnerships, and relationships.

Related: CYD-OST 1.01, CYD-ECE 2.01

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Rating Indicators

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2) Practices are basically sound but there is room for improvement, as noted in the ratings for the Practice Standards.

3) Practice requires significant improvement, as noted in the ratings for the Practice Standards.

4) Implementation of the standard is minimal or there is no evidence of implementation at all, as noted in the ratings for the Practice Standards.

Table of Evidence

Self-Study Evidence

- Publicly available documents/materials (e.g., annual report, Form 990, URL to the program's website, program brochure/literature)
- Policies and procedures for fundraising practices (CYD-AM 5.02)
- Policies and procedures for conflicts of interest (CYD-AM 5.03, 5.04)
- A description of the code(s) of ethics staff use in making decisions and fulfilling their professional responsibilities

On-Site Evidence

- Mission statement
- Financial statements/reports
- Meeting minutes documenting discussions of potential and apparent conflicts of interest, if applicable

On-Site Activities

- Interview:
  a. Program Administrator and/or Director
  b. Program Personnel
  c. Person (or representative of entity) responsible for oversight, if applicable

d. Member(s) of advisory group
e. Children, youth, families, and other stakeholders

CYD-AM 5.01

The program promotes open, transparent, and ethical operations by:

a. providing the public with access to clear, timely, and accurate information about the program's activities and finances; and
b. accurately conveying its mission in all communications that contain such a representation (e.g., in flyers distributed to community members, or in applications for funding).

Related: CYD-ECE 2.01

Interpretation: *Donors, volunteers, public officials, and family members of program participants are among those for whom access to information should be assured.*

When the program is a not-for-profit, the federal Form 990 filing may be used as a source of information. COA recognizes that for-profit and military programs are not required to disclose financial information to the public.

CYD-AM 5.02

A program that raises funds through grants, contracts, or individual solicitation from the general public:

a. accurately describes the purpose for which solicitations are being made;
b. spends funds for the purposes they were solicited, with the exception of reasonable costs for administration of the fundraising program;
c. maintains accounting segregation for restricted funds; and
d. respects donor confidentiality requests.

Interpretation: *COA recognizes that programs will take direction from their grants or contracts where those grants or contracts have requirements that conflict with the expectations of the standard (e.g., if a grant or contract does not permit any portion of the funds awarded to be spent on the administration of the fundaising program).*

Interpretation: *Regarding element (d) of the standard, the program should protect the confidentiality of donors who request anonymity by ensuring that such donors' names are not published or listed in newsletters, articles,*

Purpose

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annual reports, or other publicly available documents.

NA *The program does not raise funds through grants, contracts, or individual solicitation from the general public.*

CYD-AM 5.03

Conflict of interest policies and procedures ensure that contracts and business arrangements serve the program's and program participants' best interests, not private interests.

CYD-AM 5.04

Conflict of interest policies and procedures ensure that personnel, members of the entity providing oversight, members of the group providing guidance, and community partners who have a financial interest in the program's operations, assets, business transactions, or leases:

a. disclose this information; and
b. do not participate in any discussion or vote taken with respect to such interests.

Interpretation: *If the program is part of an organization that has a governing body, governing body members who are part of the organization's audit committee cannot receive compensation for professional services they provide as consultants.*

Interpretation: *Element (b) does not apply to owners in private, for-profit organizations.*

CYD-AM 5.05

Personnel know and follow an appropriate code of ethics in making decisions and fulfilling their professional responsibilities.

Research Note: *The National AfterSchool Association (NAA) developed a Code of Ethics that outlines the ethical responsibilities after school professionals have towards children, families, and communities. For more information about accessing the NAA Code of Ethics, please see the CYD-AM Reference List.*

Purpose

Sound administration and management increase program quality and sustainability; promote financial accountability and viability; support transparency and openness; and reduce risk, loss, and liability exposure.

CYD-AM 6: Research Protections

A program that participates in or permits research involving children and youth or their families:

a. ensures that all research is conducted in accordance with applicable legal requirements;
b. has a mechanism to review and approve or deny research proposals;
c. establishes that children and youth and their parents or legal guardians have the right to refuse to participate without penalty;
d. informs children and youth and their parents or legal guardians about the nature and purpose of the research, and any possible risks or discomfort, as applicable;
e. obtains consent forms signed by research participants and their parents or legal guardians; and
f. guarantees protection of research participants' identity and confidentiality.

Interpretation: Early Childhood Education (ECE) programs will typically only obtain consent from children's parents or legal guardians. However, they may choose to involve children in the process, to the extent that children are capable of being involved. Programs are also responsible for complying with any state laws that address the involvement of children in providing authorization, if applicable.

NA *The program does not participate in or permit research involving children and youth or their families.*

Note: *See CYD-AM 4.02 and 8.01 for more information regarding compliance with applicable legal requirements.*

Rating Indicators

1) The program's practices reflect full implementation of the standard.

2) Practices are basically sound but there is room for improvement.

3) Practice requires significant improvement.

4) Implementation of the standard is minimal or there is no evidence of implementation at all.

Table of Evidence

Self-Study Evidence

- Policy and procedures for human subject research (CYD-AM 6)

Purpose

Sound administration and management increase program quality and sustainability; promote financial accountability and viability; support transparency and openness; and reduce risk, loss, and liability exposure.

- Sample consent form for research activities

On-Site Evidence

- Consent forms for research activities
- Minutes from research proposal meetings

On-Site Activities

- Interview:
  a. Program Administrator and/or Director
  b. Program Personnel
  c. Children, youth, and families

Purpose

Sound administration and management increase program quality and sustainability; promote financial accountability and viability; support transparency and openness; and reduce risk, loss, and liability exposure.

CYD-AM 7: Financial Planning and Management

Positive financial outcomes are achieved through sound financial planning, management, and oversight.

Related: CYD-HR 8.08, CYD-HR 8.09

Interpretation: *Please note that the person or entity responsible for providing oversight may be responsible for implementing some of the practices addressed in this core concept.*

Research Note: *Literature emphasizes the importance of employing strong financial management practices when operating out-of-school time programs, noting that good financial management supports improved planning and promotes program quality and sustainabily.*

Purpose

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Rating Indicators

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2) Practices are basically sound but there is room for improvement, as noted in the ratings for the Practice Standards.

3) Practice requires significant improvement, as noted in the ratings for the Practice Standards.

4) Implementation of the standard is minimal or there is no evidence of implementation at all, as noted in the ratings for the Practice Standards.

Table of Evidence

Self-Study Evidence

- Cost analysis and description of methodology
- Program budget for the current fiscal year
- Procedures for budget planning (CYD-AM 7.02)
- Procedures for financial management and accounting (CYD-AM 7.03, 7.05, 7.06)
- List of revenue sources with percentage of each to total budget

On-Site Evidence

- Financial records
- Analyses/reports of financial status
- Job description and resume of the person(s) responsible for

Child and Youth Development Program Administration

managing financial accounts
- Documentation of training on the use of the accounting system
- Most recent audit and management letter, if applicable
- Current IRS Form 990, if applicable
- Long term plan
- Mission statement
- Logic model (or equivalent framework)

On-Site Activities

- Interview:
    a. Program Administrator and/or Director
    b. Other personnel involved in the managing of financial accounts, if applicable

CYD-AM 7.01

The program conducts a cost analysis to determine the true cost of the services provided, including expenses related to both the program itself and associated overhead.

Research Note: *Having a clear understanding of the resources needed to serve program participants is necessary to: (1) develop realistic budgets; and (2) make informed decisions regarding funding needs and opportunities.*

CYD-AM 7.02

An annual operating budget:

a. includes revenues and expenses;
b. supports the program's mission and goals, and facilitates implementation of the activities outlined in the program's logic model (or equivalent framework);
c. serves as a plan for managing the program's financial resources; and
d. is developed through a team approach that includes input from personnel with knowledge of the program's priorities and operations.

Interpretation: *Expenses may include, but are not limited to: payroll; staff development; program materials and curricula; equipment; food; transportation; rent; and utilities.*

Purpose

Sound administration and management increase program quality and sustainability; promote financial accountability and viability; support transparency and openness; and reduce risk, loss, and liability exposure.

CYD-AM 7.03

The program implements a system for processing and managing accounts payable and receivable that includes:

a. timely payment of financial obligations;
b. receipt and timely deposit or disbursement of funds received;
c. prompt, accurate, and complete recording of transactions;
d. use of an inclusive and descriptive chart of accounts that enables the program to categorize expenses; and
e. balancing accounting records on a monthly basis.

Interpretation: *Accounting practices and procedures should address cash, checks, and any other accounts. Programs may demonstrate that accounting records are kept up-to-date and balanced monthly through: up-to-date posting of cash receipts and disbursements; timely reconciliation of the bank statement and subsidiary records to the general ledger; and monthly updating of the general ledger. The bank reconciliation should ideally be reviewed by a person other than the person who performs the reconciliation, when possible.*

Research Note: *Some literature highlights the importance of utilizing financial software that can assist in financial management, including by helping personnel to automate certain tasks. However, literature also points to the importance of ensuring that personnel are trained to use software appropriately if they are to realize its benefits.*

CYD-AM 7.04

The program conducts financial analyses and produces financial reports that enable program leaders to evaluate the program's financial status and plan for the future.

Interpretation: *It may be relevant to produce a range of financial reports, from financial statements (i.e. balance sheets and income statements) to useful forecasts (e.g., cash flow projections that predict whether revenues will cover expenses at a particular point in time, which is especially important when programs lack significant cash reserves and are thus at risk for a cash shortage). The finalized budget can also serve as a tool that enables the program to monitor its activities and evaluate its financial situation throughout the year. For example, conducting a budget-to-actual comparison can prompt a program to make needed adjustments if actual expenses exceed those budgeted.*

Purpose

Sound administration and management increase program quality and sustainability; promote financial accountability and viability; support transparency and openness; and reduce risk, loss, and liability exposure.

Reports should be produced, and evaluations should be conducted, on a regular and ongoing basis. Evaluation of financial status should consider financial capacities and resources (including assets and revenues), resources needed to operate the program, financial risks and anticipated problems, and financial planning and funding alternatives.

Research Note: *Some literature highlights the importance of utilizing financial software that has the capacity to generate helpful reports and projections regarding the program's financial status.*

CYD-AM 7.05

In an effort to promote financial sustainability, the program:

a. pursues stable, predictable sources of revenue through diversification and balance in funding streams consistent with the program's mission and purpose; and
b. seeks to conserve its financial resources by maintaining sound practices regarding spending.

Interpretation: *Programs meet the intent of element (a) if they can demonstrate that they are actively pursuing stable and predictable sources of revenue, even if they have not yet achieved that goal.*

CYD-AM 7.06

The program establishes protocols for management and oversight of the financial system that include mechanisms for:

a. implementation and management by appropriately trained and qualified individuals;
b. management or review by more than one person, when possible;
c. review and approval by program leadership and entities responsible for oversight;
d. assurance that management directives are carried out;
e. prevention of error, mismanagement, or fraud;
f. safeguarding and verification of assets; and
g. segregation of duties to the extent possible.

Interpretation: *In the case of privately-held and owner-operated for-profits, the program's owners will be responsible for the review and approval referenced in element (c) of the standard.*

Purpose

Sound administration and management increase program quality and sustainability; promote financial accountability and viability; support transparency and openness; and reduce risk, loss, and liability exposure.

CYD-AM 8: Risk Prevention and Management

The program identifies areas of risk and reduces potential loss and liability.

Related: CYD-OST 8.18

Interpretation: *Please note that the person or entity responsible for providing oversight may be responsible for implementing some of the practices addressed in this core concept.*

While not specifically required by CYD-AM 8, programs may choose to support their risk management activities by developing a risk management plan that: (1) is proactive and anticipates potential risks, (2) includes strategies for managing risks, (3) assigns responsibility for key tasks, and (4) includes measurable goals for reducing potential risks.

Note: *Many of the activities and practices addressed elsewhere in the CYD standards, from file maintenance to emergency response preparedness, also contribute to effective risk prevention and management.*

Rating Indicators

1) The program's practices fully meet the standard, as indicated by full implementation of the practices outlined in the Practice Standards.

2) Practices are basically sound but there is room for improvement, as noted in the ratings for the Practice Standards.

3) Practice requires significant improvement, as noted in the ratings for the Practice Standards.

4) Implementation of the standard is minimal or there is no evidence of implementation at all, as noted in the ratings for the Practice Standards.

Table of Evidence

Self-Study Evidence

- Procedures for conducting annual assessments of potential risks (CYD-AM 8.01)
- Procedures for investigation and review of critical incidents (CYD-AM 8.02)
- Procedures for quarterly review of incidents, accidents, and grievances (CYD-AM 8.03)

Purpose

Sound administration and management increase program quality and sustainability; promote financial accountability and viability; support transparency and openness; and reduce risk, loss, and liability exposure.

On-Site Evidence

- Quarterly and annual risk management reports
- Incident, accident, and grievance reports (for the last two quarters)
- Documentation of actions taken to address issues and/or improvement/corrective action plans, if applicable
- Minutes from meetings where risk prevention and management activities are reviewed, and improvement/corrective actions discussed, if applicable
- Current insurance policies, with descriptions, amounts, and dates of coverage
- Risk management plan, if available

On-Site Activities

- Interview:
  a. Program Administrator and/or Director

Purpose

Sound administration and management increase program quality and sustainability; promote financial accountability and viability; support transparency and openness; and reduce risk, loss, and liability exposure.

CYD-AM 8.01

The program annually assesses areas of potential risk, including:

a. compliance with legal requirements, including federal, state, and local laws and regulations;
b. technology and information management;
c. insurance and liability;
d. health and safety;
e. human resources practices;
f. contracting practices and compliance;
g. client rights and confidentiality issues;
h. financial risks;
i. public relations, branding, and reputation; and
j. conflicts of interest.

Related: CYD-HR 1.04, CYD-HR 1.05, CYD-HR 1.06, CYD-OST 11.13, CYD-OST 12.05, CYD-OST 12.08, CYD-OST 12.10

Interpretation: *Although all areas of potential risk should be assessed at least annually, the assessments do not need to be conducted all together, in one sitting. When the program identifies issues that will involve ongoing effort or monitoring, improvement or corrective action plans should be developed and implemented. These plans should include goals, action steps, needed resources, timetables, and expectations for monitoring and review.*

(FP) CYD-AM 8.02

The program conducts a review of each incident, serious occurrence, accident, and grievance that involves the threat of or actual harm, serious injury, or death, and review procedures:

a. require that the investigation be initiated within 24 hours of the incident and/or accident being reported and establish timeframes for review;
b. require solicitation of statements from all involved individuals;
c. ensure an independent review;
d. require timely implementation and documentation of all actions taken;
e. address ongoing monitoring of actions taken, to determine their effectiveness; and
f. address applicable reporting requirements.

Interpretation: *Root cause analysis can be a useful approach to reviewing serious incidents and accidents. Root cause analysis is a term used to describe a variety of techniques used to identify the cause of a problem and determine how to prevent that problem from recurring.*

(FP) CYD-AM 8.03

The program conducts and documents a quarterly review of incidents, accidents, and grievances related to:

a. serious illnesses, serious injuries, and deaths;
b. facility safety;
c. administering or storing medications, if applicable;
d. situations where a person was determined to be a danger to himself/herself or others; and
e. activities or other practices that involve risk.

Interpretation: *When the program identifies issues that will involve ongoing effort or monitoring, improvement or corrective action plans should be developed and implemented. These plans should include goals, action steps, needed resources, timetables, and expectations for monitoring and review.*

(FP) CYD-AM 8.04

The program is adequately insured, and possesses a copy of its insurance coverage certificate.

Interpretation: *Relevant types of insurance may include, but are not limited*

Purpose

Sound administration and management increase program quality and sustainability; promote financial accountability and viability; support transparency and openness; and reduce risk, loss, and liability exposure.

to: general liability; automobile liability; workers' compensation; disability; fire and theft; medical; indemnification; professional liability; officer's or director's liability; property and casualty; malpractice; and bonding or other forms of employee theft insurance for those who sign checks, handle cash or contributions, or manage funds.

Purpose

Sound administration and management increase program quality and sustainability; promote financial accountability and viability; support transparency and openness; and reduce risk, loss, and liability exposure.

CYD-AM 9: Information Management and Security

The program appropriately maintains and protects information related to program planning, operations, and evaluation.

Rating Indicators

1) The program's practices fully meet the standard, as indicated by full implementation of the practices outlined in the Practice Standards.

2) Practices are basically sound but there is room for improvement, as noted in the ratings for the Practice Standards.

3) Practice requires significant improvement, as noted in the ratings for the Practice Standards.

4) Implementation of the standard is minimal or there is no evidence of implementation at all, as noted in the ratings for the Practice Standards.

Table of Evidence

Self-Study Evidence

- Procedures/guidelines for information management and security (CYD-AM 9.01, 9.02)

On-Site Evidence

No On-Site Evidence

On-Site Activities

- Interview:
    a. Program Administrator and/or Director
    b. Program Personnel
- Observe system for maintaining and storing files, records, and other information

CYD-AM 9.01

The program has an information management system that supports and facilitates program planning, operations, and evaluation.

Interpretation: *The information management system should enable the program to collect, maintain, and access all types of information, from the rate of personnel turnover, to financial statistics, to data about program*

Purpose

Sound administration and management increase program quality and sustainability; promote financial accountability and viability; support transparency and openness; and reduce risk, loss, and liability exposure.

participants (e.g., attendance records, grades, test scores, or ongoing assessments of progress). COA does not require programs to use computer-based systems, but the use of appropriate technology may help to promote efficiency.

CYD-AM 9.02

The program protects confidential and other sensitive information from theft, unauthorized use, damage, or destruction by:

a. limiting access to authorized personnel on a need-to-know basis;
b. maintaining paper records in a secure location;
c. using firewalls, anti-virus and related software, and other appropriate safeguards; and
d. backing up electronic data, with copies maintained off premises when possible.

Interpretation: *This standard addresses the security of all types of applicable records, including files of children and youth and administrative, financial, and personnel records. The program should develop a system for storing files and records that best fits its needs and circumstances, and should implement the elements of the standard as appropriate to those needs and circumstances. For example, a program that does not maintain electronic data will not implement element (d) of the standard.*

Regarding element (b) of the standard, relevant ways to ensure that paper records are stored in a secure location may include, but are not limited to: locking file cabinets; using a locked file room with limited access or a gatekeeper system whereby one person or a few people can unlock the file storage area or access the files themselves; or establishing a system with a keypad or keys where only authorized individuals are given the keypad code or copies of the keys. Programs may also consider storing files above the ground floor if the program is located in an area prone to flooding, and using fireproof file cabinets, metal file cabinets, or sprinkler systems to protect against fire.

Purpose

Sound administration and management increase program quality and sustainability; promote financial accountability and viability; support transparency and openness; and reduce risk, loss, and liability exposure.

CYD-AM 10: Files of Children and Youth

Files of children and youth contain accurate and sufficient information, and are properly maintained.

Related: CYD-OST 1.05, CYD-OST-MENT 1.10, CYD-OST 11.08

Note: *In addition to supporting program operations, files are an important risk management tool. Well-maintained files can help shield the program from allegations of misconduct and negligence, while poorly-maintained files and improper documentation are a known liability. See CYD-AM 8 for more information regarding risk prevention and management.*

Rating Indicators

1) The program's practices fully meet the standard, as indicated by full implementation of the practices outlined in the Practice Standards.

2) Practices are basically sound but there is room for improvement, as noted in the ratings for the Practice Standards.

3) Practice requires significant improvement, as noted in the ratings for the Practice Standards.

4) Implementation of the standard is minimal or there is no evidence of implementation at all, as noted in the ratings for the Practice Standards.

Table of Evidence

Self-Study Evidence

- Procedures for file content, maintenance, and disposal (CYD-AM 10.01, 10.02, 10.03, 10.04)
- Policies and procedures for accessing files (CYD-AM 10.05)
- Procedures for file review (CYD-AM 10.06)
- Tool or sample form used for file review

On-Site Evidence

- Data from file reviews for the previous year (i.e. the past two reviews)
- Description of file review sampling methodology, if applicable (i.e. if only a portion of files are reviewed)
- Improvement/corrective action plans, if applicable

On-Site Activities

Purpose

Sound administration and management increase program quality and sustainability; promote financial accountability and viability; support transparency and openness; and reduce risk, loss, and liability exposure.

- Interview:
  a. Program Administrator and/or Director
  b. Program Personnel
- Review files of children and youth

CYD-AM 10.01

The program maintains files for all children and youth.

Related: CYD-ECE 4.01

(FP) CYD-AM 10.02

Files of children and youth comply with any applicable legal requirements and contain relevant information, including:

a. registration or enrollment forms;
b. current emergency contact information that is updated at least annually;
c. attendance records for the current program year;
d. evidence of ongoing communication with parents or other family members;
e. information about and consent/authorization forms related to relevant health information and needs, including medication permission forms, if applicable, updated at least annually;
f. information about and consent/authorization forms related to special needs, if applicable, updated at least annually;
g. any additional consent forms or permission slips, including authorizations for pick-up, if applicable;
h. assessments of child learning and development, if applicable;
i. accident report forms, if applicable;
j. payment receipts, if applicable; and
k. relevant school day data, if applicable.

Related: CYD-OST 1.05, CYD-OST 1.06, CYD-ECE 2.06, CYD-ECE 4.01, CYD-OST 11.08, CYD-ECE 12.04, CYD-ECE 12.06, CYD-OST 14.04, CYD-OST 14.06

Interpretation: *Applicability will vary based on program type and characteristics, as well as the needs of individual children and youth. For example, payment receipts will be relevant to any program that charges a fee. Relevant school day data will only be relevant to out-of-school time programs, while assessments of learning and development will typically only be relevant to early childhood education programs. In contrast, accident*

Purpose

Sound administration and management increase program quality and sustainability; promote financial accountability and viability; support transparency and openness; and reduce risk, loss, and liability exposure.

report forms and information about special needs will be relevant across both types of programs, but only for particular children and youth. Similarly, information about health needs will be relevant to both types of programs, though early childhood education programs will typically request more extensive health information, as addressed in CYD-ECE 4.01.

Note: *See CYD-OST 1.05, 1.06, 11.08, 14.04, and 14.06 for additional details about the information to be collected and maintained by out-of-school time programs. See CYD-ECE 2.06, 4.01, 12.04, and 12.06 for additional details about the information to be collected and maintained by early childhood education programs.*

Note: *See CYD-AM 4.02 and 8.01 for more information regarding compliance with applicable legal requirements.*

Purpose

Sound administration and management increase program quality and sustainability; promote financial accountability and viability; support transparency and openness; and reduce risk, loss, and liability exposure.

CYD-AM 10.03

Files of children and youth are maintained by authorized personnel and are:

a. specific, factual, and legible;
b. kept up to date; and
c. signed and dated by personnel, where appropriate.

Interpretation: *Files and signatures can be paper, electronic, or a combination of paper and electronic.*

CYD-AM 10.04

Files of children and youth are maintained and disposed of in a manner that protects privacy and confidentiality.

Note: *See CYD-AM 9 for additional expectations regarding the security of information.*

(FP) CYD-AM 10.05

Access to confidential files meets legal requirements, and is limited to:

a. children and youth and/or, as appropriate, their parents or legal guardians or designated legal representatives;
b. personnel authorized to access specific information on a "need-to-know" basis;
c. auditors, contractors, and licensing or accrediting personnel, consistent

with the program's confidentiality policy; and

d. others who are permitted access, as applicable.

Note: *See CYD-AM 4.02 and CYD-AM 8.01 for more information regarding compliance with applicable legal requirements. See CYD-AM 9 for additional expectations regarding the security of information.*

CYD-AM 10.06

At least twice a year the program:

a. conducts a review of child and youth files to evaluate the presence, clarity, and continuity of required documents and information, using a uniform tool to ensure consistency; and
b. updates files based on the results of the review, as needed.

Interpretation: *Required documents and information include those specified in CYD-AM 10.02, as appropriate.*

Rather than conducting a review of all files, programs may review a random sample of the files of children and youth. For the purpose of identifying trends and patterns, COA suggests programs use the sampling guidelines included below, based on the number of children and youth served per year. For example, if a program serves 300 children and youth per year, it should review 135 files total per year, across both of the reviews - not 135 files during each of the reviews. Programs may choose a different sampling method as long as a rationale is provided.

When a program chooses to review only a sample of files it will be especially important to: (1) aggregate and analyze the results in order to determine whether there are any overarching issues that may impact the accuracy and completeness of un-reviewed files; and (2) ensure that all files are updated, as needed. For example, if reviews reveal that many files are lacking emergency contact information, the program should take steps to ensure that emergency contact information is added in to all files, including files that were not part of the sample reviewed.

SAMPLING GUIDELINES FOR FILE REVIEW

Number of Children and Youth Served Per Year...................Sample Size for File Review

1,000 or > ... 35% annually

Purpose

Sound administration and management increase program quality and sustainability; promote financial accountability and viability; support transparency and openness; and reduce risk, loss, and liability exposure.

999 - 500 ... 40% annually

499 - 400 ...45% annually

399 - 300 ... 45% annually

299 - 200 ... 47% annually

199 - 100 ... 48% annually

99 - 50 ... 50% annually

49 - 25...75% annually

Less than 25 ... 100% annually

Note: *File reviews can contribute to and enhance a program's system for promoting continuous quality improvement (CQI). See CYD-AM 11 for more information on CQI.*

Purpose

Sound administration and management increase program quality and sustainability; promote financial accountability and viability; support transparency and openness; and reduce risk, loss, and liability exposure.

CYD-AM 11: Continuous Quality Improvement

The program develops and implements a system for promoting continuous quality improvement (CQI).

Related: CYD-ECE 1, CYD-HR 1.01, CYD-OST 2, CYD-ECE 3.02, CYD-HR 5.01, CYD-HR 6.02, CYD-OST 6.04, CYD-ECE 8, CYD-ECE 8.04, CYD-HR 8.10, CYD-OST 8.16

Note: *Information obtained during continuous quality improvement activities should also inform long-term planning, as addressed in CYD-AM 3.*

Rating Indicators

1) The program's practices fully meet the standard, as indicated by full implementation of the practices outlined in the Practice Standards.

2) Practices are basically sound but there is room for improvement, as noted in the ratings for the Practice Standards.

3) Practice requires significant improvement, as noted in the ratings for the Practice Standards.

4) Implementation of the standard is minimal or there is no evidence of implementation at all, as noted in the ratings for the Practice Standards.

Table of Evidence

Self-Study Evidence

- A description or plan that outlines the program's CQI system/process
- A list of what is being measured, including outcomes, outputs, indicators, targets, data sources, and methods/instruments for collecting data (may be included in the general CQI description or plan)
- Data analyses/reports
- Procedures for collecting and aggregating data, including procedures for cleaning data (CYD-AM 11.03, 11.04)
- Procedures for reviewing and taking action based on findings (CYD-AM 11.05, 11.06)
- Evidence of actions taken based on the analysis and use of data, including any related improvement/corrective action plans
- CQI summary report

On-Site Evidence

Purpose

Sound administration and management increase program quality and sustainability; promote financial accountability and viability; support transparency and openness; and reduce risk, loss, and liability exposure.

- Instruments for collecting data
- Minutes from meetings where CQI items are reviewed and discussed
- Long term plan
- Logic model (or equivalent framework)
- Budget (for resources allocated to CQI)
- Documentation of staff CQI training
- CQI training curricula and materials
- Documentation of staff involvement in CQI planning/activities
- Final Accreditation Report (FAR), for programs seeking re-accreditation

On-Site Activities

- Interview:
    a. Program Administrator and/or Director
    b. Program Personnel
    c. Children, youth, families, and other stakeholders
- Review of management information system for collecting, aggregating, analyzing, and maintaining data

Purpose

Sound administration and management increase program quality and sustainability; promote financial accountability and viability; support transparency and openness; and reduce risk, loss, and liability exposure.

CYD-AM 11.01

The program's leadership fosters a culture of excellence and continual improvement by:

a. regularly considering how the program is using data to promote improvement and goal achievement;
b. emphasizing the importance of continuous quality improvement in regular meetings and conversations;
c. training staff at all levels to understand how CQI functions within the program;
d. encouraging and supporting staff involvement in CQI activities;
e. involving other key stakeholders, including children, youth, families, and community partners, in the program's CQI process; and
f. allocating sufficient resources to sustain the program's CQI system.

Interpretation: *The process of implementing COA's Standards is an additional way to foster a culture of excellence and continual improvement.*

Note: *See CYD-AM 11.02, 11.03, 11.05 and 11.07 for more information regarding expectations for obtaining information from, and sharing information with, key stakeholders.*

CYD-AM 11.02

In an effort to monitor progress toward goals and desired outcomes, the program identifies:

a. key goals, outcomes, and outputs that merit ongoing monitoring;
b. related measurement indicators; and
c. related performance targets.

Interpretation: *Programs should strive to measure factors related to: the impact of services and supports on children and youth; the quality and quantity of services and supports provided; satisfaction with services; and the management/administration of the program. For example, programs might seek to measure factors ranging from staff preparedness, to program climate, to activity quality, to attendance level, to parent and child satisfaction, to the implementation of disciplinary practices, to the accuracy and completeness of files, to the development or academic progress of children and youth, to equity in relation to staffing (e.g., considering whether the cultural characteristics of personnel are generally reflective of the children and families served).*

Note: *As noted in CYD-AM 3.02, the program's goals and desired outcomes should be specified in a logic model or equivalent framework that establishes a clear connection between the program's mission, community needs, required inputs/resources, planned services and supports, expected outputs, and desired goals/outcomes.*

CYD-AM 11.03

The program supports the measurement and monitoring of key goals, outcomes, and outputs by:

a. identifying pertinent data sources, including data collection tools or instruments; and
b. collecting relevant data on an ongoing basis.

Interpretation: *Programs may collect different types of data and use a variety of different collection methods, from surveys, to observations, to focus groups. In some cases a program may need to partner with other organizations and agencies to gain access to relevant data. For example, an after school program striving to improve academic outcomes might establish an agreement with the school district in order to obtain data such as grades or test scores. When it is necessary to use a tool to collect data (e.g., a survey or observation tool) programs should ideally use standardized and/or evidence-based tools when such tools are available*

Purpose

Sound administration and management increase program quality and sustainability; promote financial accountability and viability; support transparency and openness; and reduce risk, loss, and liability exposure.

and appropriate.

Timeframes for data collection will vary based upon data type. For example, while a program may administer satisfaction surveys on an annual basis, attendance data will be collected on an ongoing basis. When a program establishes an agreement with another entity in order to access relevant information (e.g., grades or test scores), the agreement may specify that the information will be provided at specific intervals (e.g., on a quarterly basis).

CYD-AM 11.04

The program cleans, aggregates, and analyzes the collected data in order to:

a. ensure data integrity;
b. track identified measures; and
c. identify patterns and trends.

Interpretation: *"Cleaning data" means checking for errors and inconsistencies in order to improve the quality of data prior to aggregating and analyzing it. Common things to check for include accuracy, completeness, timeliness, uniqueness, and outliers.*

Data aggregation and analysis can occur at a frequency determined by the program based on how the data will be used, but should occur no less than annually. Programs should ideally compare data both over time and against internal and external benchmarks.

Note: *An information management system, as addressed in CYD-AM 9, can help to facilitate the maintenance and aggregation of data.*

CYD-AM 11.05

The program reviews findings with staff and other stakeholders and takes action, when indicated, to:

a. eliminate or reduce identified problems;
b. improve services and supports for children and youth;
c. improve program systems, processes, policies, and procedures;
d. replicate good practice; and
e. recognize and motivate staff.

Purpose

Sound administration and management increase program quality and sustainability; promote financial accountability and viability; support transparency and openness; and reduce risk, loss, and liability exposure.

Interpretation: *Programs should have procedures for reviewing findings with staff and other stakeholders, including for discussing: (1) areas of strength and quality practice; (2) areas in need of improvement; and (3) how to prioritize targeted areas, identify needed improvements, and monitor the effectiveness of improvements over time. In order to facilitate meaningful engagement programs must first decide when and how findings will be communicated to different parties. A program can start by determining who needs what data, with what frequency, and how best to share the information. Methods for sharing findings include, but are not limited to: performance dashboards, report cards, or other types of summary reports; discussion at staff and departmental meetings; and presentations at family/community meetings.*

When the program identifies issues that will involve ongoing effort or monitoring, improvement or corrective action plans should be developed and implemented. These plans should include: (1) goals, (2) action steps, (3) needed resources, (4) timetables, and (5) expectations for monitoring/review, including expectations regarding the frequency of monitoring and whether stakeholders will be involved in assessments of progress.

CYD-AM 11.06

The program monitors the effectiveness of actions taken and modifies implemented improvements, as needed.

Note: *As noted in CYD-AM 11.05, the program should develop improvement or corrective action plans that specify both: (1) how often monitoring should occur, and (2) and whether stakeholders should be involved in assessments of progress.*

CYD-AM 11.07

At least annually the program creates a CQI summary report that addresses the program's successes, challenges, improvements, and goals.

Interpretation: *The summary report should address: key CQI activities or issues that have been resolved; key CQI activities or issues that are ongoing or require continued monitoring; and CQI priorities and goals for the coming year. It should typically be shared with stakeholders including,*

Purpose

Sound administration and management increase program quality and sustainability; promote financial accountability and viability; support transparency and openness; and reduce risk, loss, and liability exposure.

but not limited to: program personnel; program participants and their families; parties responsible for providing guidance and oversight; funders; and community partners.

Purpose

Sound administration and management increase program quality and sustainability; promote financial accountability and viability; support transparency and openness; and reduce risk, loss, and liability exposure.