

2024 Best Practices for Program Administration and Operations

Standard	Guideline	Program Type
The governing board is responsible for the selection and annual performance review of the chief administrative officer (e.g., Executive Director, CEO).	<input type="checkbox"/> When a new chief administrative officer has been hired, board minutes reflect the Board’s role in the selection process. <input type="checkbox"/> Board minutes verify that the chief administrative officer had a performance review by the board sometime within the past 12 months.	All programs
Standard	Guideline	Program Type
The governing board is responsible for the acquisition and management of resources and the review of budgets and expenditures on (at least) a quarterly basis.	<input type="checkbox"/> Board minutes reflect when the board reviewed financial statements on at least a quarterly basis.	All programs
Standard	Guideline	Program Type
The agency encourages and supports appropriate planning for staff professional development.	<input type="checkbox"/> The agency has a policy on staff participation in professional development activities, as well as whether or not funds are available for employees’ professional development.	All programs
Standard	Guideline	Program Type
The agency pays all employees a living wage.	<input type="checkbox"/> The agency pays or is working toward paying all employees at least \$15 per hour.	All programs
Standard	Guideline	Program Type
The agency has policies and procedures in place reasonably designed to identify sex offenders who are subject to community notification requirements at intake. The agency board has	<input type="checkbox"/> Shelter has a written policy and procedure regarding admission of sex offenders. The policy must not violate the terms of the Good Neighbor Agreement.	Shelters

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<p>adopted a policy regarding whether the shelter will serve sex offenders and the policy is in accordance with the terms of the Good Neighbor Agreement. If the shelter provides services to sex offenders, an LISW, CCDCIII, or LPCC must provide these services. If the shelter does not serve sex offenders, the policy includes protocol for removing the client that includes a safety plan for the neighborhood and other clients.</p>	<ul style="list-style-type: none"> <input type="checkbox"/> If the shelter serves sex offenders subject to community notification, then there is evidence that services are provided by licensed staff, such as case notes and documentation of licensure. <input type="checkbox"/> If the shelter does not serve sex offenders subject to community notification, the policy contains a procedure for diversion and/or discharge, and referral to other services. 	
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Standard	Guideline	Program Type
<p>The program has a written policy on client use of controlled substances and clients are verbally informed of the policy.</p>	<ul style="list-style-type: none"> <input type="checkbox"/> The program has a written policy that describes what clients are expected to do with prescription medication. <input type="checkbox"/> Clients are informed of this policy at intake and may obtain a copy of this policy upon request. 	<p>All programs</p>

Standard	Guideline	Program Type
<p>The agency has a performance and quality improvement plan that guides agency monitoring of program performance, client satisfaction, and achievement of positive client outcomes.</p>	<ul style="list-style-type: none"> <input type="checkbox"/> The agency has a performance and quality improvement plan and monitoring reports available for review. <input type="checkbox"/> The plan includes program performance targets and quality objectives and how program performance, positive client outcomes, client satisfaction and program quality is monitored. <input type="checkbox"/> The monitoring process includes performance and quality indicator reports that are produced and reviewed at least quarterly by program and agency management staff. <input type="checkbox"/> Monitoring and evaluation result in confirmation that services meet the needs of clients and/or are used to inform changes to better meet client needs. 	<p>All programs</p>

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The shelter or TH program has a written, posted policy for consent or non-consent to searches and clients are verbally informed of the policy.	<input type="checkbox"/> The program has a written search policy that is posted so that clients have access to it. <input type="checkbox"/> Informing clients of this policy is a routine part of intake.	Shelters, TH

Standard	Guideline	Program Type
The agency maintains a timely and responsive line of communication upon initial contact with clients.	<input type="checkbox"/> Staff can describe the following: how calls are answered in person, rather than by voice mail; the process for identifying and responding to priority requests in the same day they are received; the process for ensuring telephone backlogs do not exceed 2 days; and how waiting times for appointments is 2 days or less whenever possible based on staffing capacity and limitations.	All programs

Standard	Guideline	Program Type
The agency promotes communication, respect, and trust among neighbors, clients, and staff of facilities and units. The Agency has a process for communicating with community representatives.	<input type="checkbox"/> The agency has a process for initiating communication with neighbors. Staff can describe the process, including action steps taken to implement the process. <input type="checkbox"/> The agency has a written communication plan that has been adopted by the board or administration. The plan is available for review and staff can describe how it is implemented. <input type="checkbox"/> The agency has a procedure for ensuring communication with community representatives and can produce letters, meeting minutes, and other written materials for review.	All programs

Standard	Guideline	Program Type
The agency provides opportunities for neighbors to be involved in planning, decision-	<input type="checkbox"/> The program has an advisory board (Good Neighbor Committee) that includes representatives of residential and neighborhood groups (such	PSH, TH, Shelters

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making, monitoring, evaluating, and re-negotiating agreements.	<p>as, the Area Commission and the neighborhood association). The advisory board meets at least annually.</p> <ul style="list-style-type: none"> <input type="checkbox"/> The agency documents minutes from meetings, letters, memos, and other correspondence from the program to the advisory board. <input type="checkbox"/> The agency conducts neighbor surveys at least annually and gives CSB a report within 60 days of survey issuance. 	(single site or scattered site projects with a concentration of units in one area or complex)
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Standard	Guideline	Program Type
The agency's board monitors compliance with the Good Neighbor Agreement (GNA) at least annually.	<ul style="list-style-type: none"> <input type="checkbox"/> Board minutes reflect when the board reviewed the program's GNA and if the program achieved compliance with the terms of the GNA. 	PSH, TH, Shelters

Standard	Guideline	Program Type
A supervisor provides at least monthly case supervision for staff providing individualized services. A supervisor is available to provide case consultation during normal business hours and on an emergency basis during evenings and weekends.	<ul style="list-style-type: none"> <input type="checkbox"/> Staff can describe the case consultation process, frequency and availability of supervisory support. <input type="checkbox"/> There is evidence that supervisors provide at least monthly case review and are available for case consultation. <input type="checkbox"/> There is evidence that the supervisor has education, training and/or experience to provide case supervision. <input type="checkbox"/> The policy includes the agency's real-time practice around how all direct line staff access supervisory crisis consultation for high-risk/high profile situations. 	All programs

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Standard	Guideline	Program Type
Programs are annually evaluated to measure effectiveness in meeting the changing needs of the population served.	<ul style="list-style-type: none"> <input type="checkbox"/> Staff can describe annual program evaluations and what evaluation method is used. <input type="checkbox"/> While on-going program evaluation is encouraged, the purpose of this standard is to ensure that programs periodically engage in a broad assessment of how well the program meets the needs of clients from a service design perspective. <input type="checkbox"/> The evaluation results in confirmation that services meet the needs of clients or in changes being made to better meet the changing needs of homeless persons. <input type="checkbox"/> Written reports, evaluation instruments and other relevant documentation are available for review. 	All programs

Standard	Guideline	Program Type
The agency has an employee and volunteer code of conduct that is distributed to all new employees and volunteers.	<ul style="list-style-type: none"> <input type="checkbox"/> The agency has a process for ensuring that each employee and volunteer receives the code of conduct and is educated regarding the code of conduct and any updates to the code. 	All programs

Standard	Guideline	Program Type
Financial staff is qualified to ensure integrity of the financial management system.	<ul style="list-style-type: none"> <input type="checkbox"/> Best Practices for financial personnel include at least 1 Certified Public Accountant and/or administrator(s) with at least 5 years of proven experience working within federal funding guidelines. 	All programs