

Risk Management Process (RAP)  
Chicago Family Support Services/Children Services Division

Answer Yes or No	Area
	<b>ORGANIZATIONAL</b>
	<b>I. Human Resources</b>
A. Staff Orientation	
	1. Does your new staff have an orientation?
	2. At your new staff orientation do you distribute job descriptions, employee handbooks, parent handbooks and personnel policies?
	3. Does your new staff orientation include introductory or probationary period feedback from supervisors?
	4. Does your orientation for new teaching staff include observation in the assigned classroom and meeting children and coworkers prior to assuming responsibilities?
	5. Do you have written orientation procedures?
	6. Have your written orientation procedures been reviewed within the last 3 years?
	7. Are your written orientation procedures reviewed annually?
	8. Is your staff orientation consistently implemented?
	9. Do you have a system to ensure that staff orientation is consistently implemented?
	10. Is an assessment of your orientation process conducted at the conclusion of the introductory or probationary period?
	I A. Staff Orientation If no, please expand:

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Answer Yes or No	Area
B. Supervision	
	1. Do you perform written annual performance appraisals for staff (including teaching staff)?
	2. Are your written annual performance appraisals for your teaching staff conducted by a supervisor?
	3. Does your staff participate in the annual performance appraisal process (e.g., written self-appraisal in file along with supervisor's appraisal)?
	4. Do your written performance appraisals include goals and professional development targets for the next year?
	5. Does your criteria used for performance appraisals exclude mostly subjective and trait-based (e.g. teacher is warm, friendly) evaluation?
	6. Is your criteria used for performance appraisals mostly objective and behavior-based (e.g., teacher uses positive guidance techniques, asks children open-ended questions)?
	7. Do your performance appraisal criteria differ by role and is it tied to the specific responsibilities detailed in each job description?
	8. Does your performance appraisal include multiple sources of evidence (e.g. artifacts, parent feedback, and co-worker feedback)?
	9. Is your staff (including teaching staff) formally observed as part of the supervision and performance appraisal process?
	10. Do your supervisors provide staff with written or oral feedback based on observation of their performance at least three times a year?
	11. Do you have a system that provides ongoing feedback and support to teaching staff?

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Answer Yes or No	Area
	I. B. Supervision If no, please expand:
C. Staff Development	
	1. Do you have provisions made for staff development?
	2. Is the staff development provided for all of your staff on-site or paid for at an off-site setting?
	3. Is staff development provided for all your teaching, support, and administrative staff?
	4. Do you provide job specific staff development (e.g. administrators receive training on strategic planning)?
	5. Does all of your staff attend at least 15 clock hours of staff development each year?
	6. Does all of your staff attend 20 or more clock hours of staff development each year?
	7. Is an individual model of staff development utilized for your teaching, administrative and support staff (specific training needs are identified and a plan to meet those needs is developed)?
	8. Is your on-site administrator familiar with publicly funded professional development opportunities available to staff (e.g. scholarships) and does he/she know whom to contact for additional information?
	9. Is information regarding publicly funded professional development opportunities posted and/or communicated to your staff on an ongoing basis?
	10. Do you have a system that supports the career development of your staff (e.g. regularly scheduled time to meet with a supervisor or mentor to monitor progress towards career goals, scholarships)?

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Answer Yes or No	Area
	I. C. Staff Development If no, please expand:
D. Compensation	
	1. Do you have a written salary scale that is available to all of your staff?
	2. Is your written salary scale reviewed at least every three years for internal and external equity?
	3. Is your salary scale differentiated by role, education and specialized training?
	4. Is your salary scale differentiated by role, education, specialized training, and years of relevant experience of your staff?
	5. Does your staff with comparable education, specialized training, and experience receive comparable wages for comparable work?
	6. Has your staff received a salary increase within the last two years?
	7. Has your staff received an annual salary increase in each of the last three years?
	8. Do you have a compensation plan that provides for merit increases in addition to annual salary increases?
	9. Do you have any employees who are paid \$100,000 or more?
	10. Do you use a payroll service?
	11. Do you maintain employee tax forms I-9? W-4?
	12. Do you withhold/file federal, state and local quarterly taxes for your employees?

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Answer Yes or No	Area
	I. D. Compensation If no, please expand:
E. Benefits	
	1. Do you provide benefits to your employees?
	2. Does your full time staff have the option to purchase health insurance with the employer paying a portion of the cost?
	3. Does your full time staff have the option to purchase health insurance with the employer paying coverage?
	4. Does your full time staff have the option to purchase health insurance with the employer paying 66% or more of the cost of the employee's coverage?
	5. Does your staff receive at least between 6 – 9 paid sick/personal days per year?
	6. Does your staff receive 9 or more paid sick/personal days per year?
	7. Does all of your staff receive paid vacation time?
	8. Does all of your staff receive 5 or more paid vacation days during their first year of employment?
	9. Does all of your staff receive 10 or more paid vacation days per year during their second and third years of employment?
	10. Does all of your staff receive 15 or more paid vacation days per year after their third year of employment?
	11. Does all your full time staff (that meet the requirements set by the plan) have the option of contributing to a retirement plan?
	12. Do you match 3% or more of your employee's salary contributed to a retirement plan?

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Answer Yes or No	Area
	13. Are provisions made to reimburse tuition or other professional development expenses?
	14. Do you budget for staff, including teachers, for \$150 or more per year for tuition or other professional development expenses?
	I. E. Benefits If no, please expand:
F. Staffing Patterns and Scheduling	
	1. Does your staffing plan provide classroom coverage so that children are not regrouped at the beginning or the end of the day?
	2. Does your staffing plan anticipate planned and unplanned absences of teaching staff by providing “staffing over ratio” or a “floating teacher”?
	3. Does paid planning time include all of your teaching staff who work with the same group of children, at least once a week?
	4. Does your teaching staff have the equivalent of at least one paid day per week to prepare lessons and document children’s learning and development?
	5. Do you ensure that a staff member is never alone in the center/agency with one or more children?
	6. In each classroom are there two or more assigned teaching staff members at all times children are present (including the first and last hour or operation)?
	7. Does your administrator spend time in a classroom to maintain required ratios ?

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Answer Yes or No	Area
	I. F. Staffing Patterns and Scheduling If no, please expand:
G. Personnel	
	1. Have you secured the services of a qualified fiscal officer?
	2. Do you have the resume of your Fiscal officer on file?
	3. Do you employ 5 or less paid part time staff?
	4. Do you employ 5 or less full time staff?
	5. Do you hire independent contractors?
	6. Do you share staff with other organizations?
	7. Do you have written contracts with your independent contractors?
	8. Do you have written contracts with any of your employees?
	9. Do you have union employees?
	10. Do you require employees to complete specialized requirements for employment i.e. drug testing, licenses, certifications?
	11. Do you have written job descriptions for all staff positions?
	I. G. Personnel If no, please expand:

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	<b>II Staff Qualifications</b>
A. Administrator	1. Does your onsite administrator have an associate degree or 60 hours or more of college credit?
	2. Does your onsite administrator have a baccalaureate degree?
	3. Does your onsite administrator have a master's degree or other advanced degree?
	4. Does your onsite administrator have 18 or more hours of ECE/CD coursework?
	5. Does your onsite administrator have 21 or more hours of ECE/CD course work?
	6. Does your onsite administrator have 24 or more hours of ECE/CD course work?
	7. Does your onsite administrator have 30 or more hours of ECE/CD course work?
	8. Does your onsite administrator have college credits for management course work?
	9. Does your onsite administrator have 9 or more college credits for management coursework?
	10. Does your onsite administrator have 21 or more college credits for management course work?
	11. Has your onsite administrator made four or more professional contributions during the past three years?
	12. Has your onsite administrator made six or more professional contributions during the past three years?
	13. Do any of your management and support services team (e.g. health coordinators, outreach workers ) have an associate degree or 60 hours or more of college credit?
	14. Do any of your management and support services team (e.g. health coordinators, outreach workers) have a baccalaureate degree?
	15. Do any of your management and support services team (e.g. health coordinators, outreach workers) have a master's degree?



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Answer Yes or No	Area
	<p>II. A. Administrator</p> <p>If no, please expand:</p>
B. Teachers	
	1. Does all of your teaching staff have at least a high school diploma or equivalent (GED)?
	2. Do any of your teaching staff have an associate degree or 60 hours or more of college credit?
	3. Do any of your teaching staff have a baccalaureate degree?
	4. Do any of your teaching staff have a master's degree?
	<p>II. B. Teachers</p> <p>In no, please expand:</p>
	<b>III. Operations</b>
A. Facilities Management	
	1. Does your facility and outdoor play environment appear safe and healthy?
	2. Do you have a system of routine maintenance of all of your space?
	3. Is space with adult sized furniture provided for your staff to use during breaks, meetings, conferences, and preparation time (dual use of space is allowed)?
	4. Do you have a separate staff lounge and professional library?

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Answer Yes or No	Area
	5. Is office space for program administration equipped with file storage, a computer and printer, internet access, copier, fax machine, and telephone with voice mail or answering machine?
	6. Is separate office space for your administrator available on-site allowing for private conversations and meetings?
	7. Do you share space with another business?
	8. Do you lease any part of your building or space to another party?
	9. If you lease any part of your building or space to another party do you have a written lease?
	10. Do you own or lease any land or buildings?
	11. Do you have a written lease for what you rent?
	III. A. Facilities Management If no, please expand:
B. Risk Management	
	1. Is a written risk management plan available?
	2. Do you have evidence that the written risk management plan is reviewed annually?
	3. Do you have director's and officer's insurance?
	4. Do you have general liability insurance?
	5. Do you have professional responsibility insurance?

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	6. Is Information on individual children's allergies posted in the classroom, and is information about children's chronic medical conditions kept in your office files?
	7. Is information about individual children's chronic medical conditions kept in the children's classrooms as well as in the office files?
	8. Do you have a system in place to ensure that necessary medical information is available to your teaching staff (including substitute teachers)?
	9. During the past year, were fire drills practiced once a month and severe storm drills practiced twice a year?
	10. Did the fire and severe storm drill records include an evaluation of the drills and improvements needed?
	11. Do you have a system in place to ensure that emergency drills occur as planned?
	12. Do you have at least one staff person in each classroom trained in CPR and First Aid?
	13. Do you provide annual training on CPR and First Aid procedures for all of your staff?
	III. B. Risk Management If no, please expand:
C. Internal Communications	
	1. Is information communicated in more than one way?
	2. Is information communicated in three or more ways?
	3. Is information communicated in five or more ways?

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	4. Do you hold regularly scheduled staff meetings?
	5. Do you hold regularly scheduled staff meetings at least two times a year?
	6. Do you hold regularly scheduled staff meetings at least once a month (may include team or center/agency wide meetings)?
	7. Does your staff provide input into the content of staff meetings?
	8. Are minutes kept of staff meetings documenting topics discussed and decisions made?
	9. Do your staff meeting minutes reflect an action plan (e.g. activities planned timelines, check points, and who will be accountable)?
	10. Are minutes distributed in advance of staff meetings and are action steps revisited at subsequent meetings?
	11. Do you have a written policy and procedures regarding the handling of staff disputes?
	12. Are your staff provided with professional resources and/or training in conflict resolution?
	III. C. Internal Communications If no, please expand:
	<b>IV Marketing &amp; Public Relations</b>
A. External Communications	1. Do you utilize two or more public relations tools?
	2. Are your public relations materials reviewed to assure that information and photos are not outdated and assure a professional image is being projected?

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	3. Is information about your center/agency/programs sent out and do you make follow-up calls in response to inquires within 48 hours?
	4. Do you have a written guide to train your staff on how to provide information to prospective parents who call or visit?
	5. Do you publish books, or other materials, that you copyright or register?
	6. Do you protect your agency name from use by any other organization?
	IV. A. External Communications If no, please expand:
B. Community Outreach	
	1. Do your administrator and/ or staff attend one or more events per year sponsored by organizations in your local community?
	2. Is your administrator and/ or staff a member of at least one organization in your local community?
	3. Do your administrator and/ or staff play a leadership role in a local community organization or actively collaborate with other local organizations?
	4. Do you engage in campaign activity or lobbying?
	5. Are you a 501(h) corporation?
	6. Do your administrator and/or staff show concern about being good neighbors (i.e. maintain sidewalks, remind parents of neighborhood services) and seek other opportunities to build good relations within your immediate neighborhood. Post reminders to parents, maintain sidewalks, etc.)?
	7. Do your administrator and/or staff have some involvement in the early childhood (or related) professional community?

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Answer Yes or No	Area
	8. Did your administrator and/or staff play a leadership role in the early childhood professional community during the past three years?
	IV. B. Community Outreach If no, please expand:
C. Fundraising and Donations	
	1. Do you have fundraising activities?
	2. Do you have written policy about fundraising?
	3. Now or in the past have you used a professional fund raiser?
	4. Do you get donations through your web site?
	5. Do you have a written gift recognition and acceptance policy?
	IV. C. Fundraising and Donations If no, please expand:
	<b>V Technology</b>
A. Technological Resources	
	1. Do you have a functional computer and printer for administrative use?
	2. Do you have multiple computers and printers that are available to your teaching and administrative staff?
	3. Do you have a system for maintaining, updating and replacing computers and software?

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Answer Yes or No	Area
	4. Do you lease any office equipment (i.e. copier, phone system, postage meter)?
	5. Do you have a written lease for any leased equipment?
	6. Do you have internet service?
	7. Do you have internet access for administrative use?
	8. Do you have internet access for your teaching staff?
	9. Do you have internet access for school age programming (children)?
	V. A. Technological Resources If no, please expand:
B. Use of Technology	
	1. Does your administrative staff use any word processing applications?
	2. Does your administrative staff use any spread sheets or data base applications?
	3. Does your staff regularly use technology in their work with children and families including utilizing the internet?
	V. B. Use of Technology If no, please expand:
Answer Yes or No	Area

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Answer Yes or No	Area
	<b>VI Fiscal</b>
A. Accounting Practices	
	1. Does the agency charge the program for rent, depreciation or use allowance? If so, is there proper support documentation? Is there any evidence of any possible conflicts of interests?
	2. Do you have a current general ledger to record all transactions per cost category?
	3. Do you voucher monthly and maintain backup documentation?
	4. Do you maintain adequate supporting documentation for your expenditures?
	5. Are your claimed matching contributions verifiable from proper documented records?
	6. Are the contributions allowable, reasonable and necessary?
	7. Do you have a proper cost allocation base that best measures your benefits received?
	8. If you charged indirect costs, are those costs supported by a current negotiated indirect cost rate?
	9. Was your accounting review free of any instances of unusual or irregular year-end payment? (i.e. large purchases of supplies, equipment, pay out end-of year bonuses)
	10. Are your delegate agency, child care partnerships and professional services contracts available, signed, dated and inclusive of elements specified in the applicable regulations and cost principles?
	11. Does your financial procedures manual adequately cover the following areas? Allowability/Allocability/Reasonableness, audit, bank reconciliation, bidding/purchasing, budgeting, cash management/control, computer security, cost allocation, cost classification, financial reporting, mail processing, organization chart, payroll, petty cash, record retention, signing authority, tax filings and payments, travel, vouchering/reimbursement, child care (if applicable)



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Answer Yes or No	Area
	If not, state which areas are not adequately covered:
	12. Are duties assigned systematically to a number of individuals to ensure that effective checks and balances exist?
	13. Are your bank statements reconciled to the general ledger on a monthly basis?
	14. Do you have specific procedures for maintaining checks and balances for cash management and other fiscal functions?
	15. Are forms such as blank checks and purchase orders sequentially pre-numbered, physically secured, and are access to them strictly controlled?
	16. Are voided checks properly marked and posted as voided?
	17. Do you have policies and procedures for the use of credit cards? (e.g. require documentation for expenditures, regularly monitor expenditures, and impose other clear spending limits?)
	18. Do you have procedures in place such as a check requisition form to insure that payments are made for services rendered?
	19. Do you have a spending limit for your staff?
	20. Does your procurement procedure provide, at a minimum, all requirements specified in the applicable federal statutes, including a written code of conduct governing the performance of your employees engaged in the award and administration of contracts?
	21. Are any of your procurement transactions conducted in a manner that provides for open and free competition?
	22. Was your last required annual audit completed and/or submitted in a timely manner?
	23. Do you have an outside audit conducted annually by a Certified Public Accountant?
	24. Have you completed your current independent audit (A-133)?
	25. Have you addressed your most recent A-133 Audit Management Letter (if applicable)?

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Answer Yes or No	Area
	26. Do you have an audit committee?
	27. Is there a quarterly review of the accounting records by an independent third party who has accounting or bookkeeping expertise?
	28. Have you corrected previous audit findings?
	29. Is your ratio of current assets to current liabilities less than 1? (i.e. are there sufficient funds to pay debts due within 1 year?)
	30. Is your ratio of current assets to current liabilities greater than 12%?
	31. Is the agency free from negative net assets?
	32. Do you have a chart of accounts?
	33. Do you have a cash receipt and disbursement journal?
	34. Do you have bank reconciliations and bank statements?
	35. Do you have documentation for other share contributed to your program?
	36. Do you have child care co-payment documentation if applicable?
	37. Are your child care co-payment issues properly addressed?
	38. Is your child care attendance properly documented?
	39. Do you have records of deposits?
	40. Do you have deletion pages?
	41. Do you have a process for budget revisions?

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Answer Yes or No	Area
	42. Do you provide your financial reports to your Board of Directors?
	43. Are periodic financial reports provided to your governing bodies, policy groups and staff to advise them and to control program quality and maintain program accountability?
	44. Is your most recent Certificate of Federal Expenditures (if applicable) on file?
	45. Is your most recent fair market rental appraisal on file?
	46. Do you have a way to charge rent costs, depreciation and/or usage allowance?
	47. Do you have proper support documentation for these charges?
	48. Have you ensured that there are no possible conflicts of interest with rent, depreciation and/or usage costs?
	49. Are your disbursements properly authorized, including the amount?
	50. Are your disbursements properly recorded?
	51. Are your disbursements properly supported by documentation?
	52. Are your allocable costs properly charged to the correct funders?
	53. Do you have a cost allocation plan?
	54. Can you trace your non-payroll expenditures to your cash disbursement journal, general ledger and bank statement for items such as equipment, furniture, building or office space?
	55. Can you trace your checks drawn to cash, journal entry adjustments and disbursements?
	56. Can you trace your documentation of funds, donations and in-kind received from other sources to prove that they are allowable, reasonable and necessary?
	57. Do you have a system to verify that supporting financial documents were cancelled to prevent reuse?

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Answer Yes or No	Area
	58. Do you have a system to verify that supporting financial documentation has proper authorization?
	59. Do you have a system to verify your account distributions and allocations?
	60. Do you bill at least monthly?
	61. Do you review your periodic financial reports?
	62. Do you have a system to generate quarterly income and expense statements?
	63. Does your on-site administrator have access to or generate quarterly income and expense statements?
	64. Does your on-site administrator use quarterly income and expense statements to monitor your fiscal status and make programmatic decisions?
	65. Do you have any third party contracts?
	VI. A. Accounting Practices If no, please expand:
<b>B. Payroll and Personnel</b>	
	1. Do you have a payroll register and time sheets?
	2. Do you have cancelled payroll checks?
	3. Do you have a list of employees designated by funding source?
	4. Are your employees charged to the assigned funders?
	5. Are your payroll transactions accurately recorded in your accounting records?

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Answer Yes or No	Area
	6. Did you perform payroll/personnel analysis and was it free from any issues?
	7. Are fringe benefits consistently applied to all of the organizations operations?
	8. Does your payroll register record the date and check number affiliated to your employee's name and does it track both gross and net pay for the corresponding pay period?
	9. Do you have a system in place to ensure that proper dates and signatures of both the employee and supervisor appear on time sheets?
	VI. B. Payroll and Personnel If no, please expand:
C. Taxes and Filings	
	1. Are your Federal payroll (941) filings current?
	2. Are your State payroll tax (IL 941) filings current?
	3. Is your Illinois unemployment (UI-3/40) form current?
	4. Are your Federal and State payroll tax payments current?
	5. Have you filed your consultants' most recent 1099 forms?
	6. Are your federal IRS tax form 990 and your AG990 form current and did you file on time?
	7. Did you file timely and accurate IRS 941, IL941 and IDES reports as required?
	8. Are your taxes current?

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Answer Yes or No	Area
	9. Are you free and clear from any past due tax liabilities?
	10. Does your Federal tax information agree with your other financial reports?
	11. Was your ratio analysis free from any obvious financial concerns?
	12. Did you get a real estate tax exemption?
	13. Did you get a sales tax exemption?
	VI. C. Taxes and Filings If no, please expand:
D. Fiscal Policy	
	1. Do you have a written payroll plan?
	2. Do you have a written petty cash procedure?
	3. Do you have a record retention policy?
	4. Do you have a signing authority policy?
	5. Do you have written travel policies and procedures?
	6. Do you have a written reimbursement policy?
	7. Do you have a written asset and cash management policy and procedure?
	8. Do you have controls in place over payroll, accounts payable and accounts receivable?

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	VI. D. Fiscal Policy If no, please expand:
E. Budget Planning	
	1. Is your on-site administrator (or program director) involved in developing the program budget?
	2. Are program needs assessment and goal setting an integral part of your annual budget planning process?
	3. Do you generate an annual budget?
	3. Does your annual budget include sufficient resources to achieve the program's written goals?
	4. Is your current year operating budget, including revenue and expenses, available?
	5. Does your operating budget have line-item breakdowns to permit effective monitoring of revenue and expenses?
	6. Is your projected operating budget for the next fiscal year available by the beginning of the fourth quarter of the current fiscal year?
	7. Does your budget reflect deferred maintenance and capital improvements, as well as equipment replacement expenses?
	8. Do your quarterly and annual cash flow projections and other accepted practices provide for adequate cash flow?
	VI. E. Budget Planning If no, please expand:
F. Fiscal Documentation	
	1. Can you immediately locate and produce your articles of incorporation and amendments?

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	2. Can you immediately locate and produce your bylaws and any bylaw amendments?
	3. Can you immediately locate and produce your tax exemption application (1023) and your determination letter from the IRS?
	4. Can you immediately locate and produce your personnel policy and/or employment policies?
	5. Can you immediately locate and produce your organizational chart showing the number of employees and independent contractors?
	6. Can you immediately locate and produce your list of all current board members and their contact information?
	7. Can you immediately locate and produce your conflict of interest policy?
	8. Can you immediately locate and produce your mission statement?
	9. Can you immediately locate and produce your attorney(s) contact information?
	VI. F. Fiscal Documentation If no, please expand:
	VII Program Governance
	1. Do you have a board and committee handbook?
	2. Does your board and committee handbook have a board code of conduct?
	3. Does your board and committee handbook include committee descriptions?
	4. Does your board and committee handbook include your Whistle Blower policy?
	5. Does your board and committee handbook include your records retention policy?



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	6. Do you have board minutes?
	7. Do you have articles of incorporation?
	8. Do you have written bylaws?
	9. Do you have written minutes of all committee meetings and the resolutions of those meetings?
	10. Are all of your articles of incorporation, bylaws, board meeting minutes and committee meeting minutes organized in an accessible location for easy access?
	11. Do you have any agreements, written or oral, with directors, officers and insiders?
	12. Do you make loans to directors, officers and staff?
	13. Do you share governing body members with another entity?
	14. Do you have any contracts or business relationships with any board members, family of board members or board member's businesses?
	15. Are your financial reports provided to your governing bodies to maintain quality and accountability?
	16. Do you provide periodic financial reports to your governing bodies, policy groups and staff?
	VII Program Governance If no, please expand:

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Answer Yes or No	Area
	<b>VIII Child Assessment and Family Partnerships</b>
A. Screening and Identification of Special Needs	
	1. Are all children screened for the purpose of identifying special needs using a valid and reliable screening tool?
	2. Do you have a system in place to protect against misidentification, and are a minimum of two safeguards built into the identification process?
	3. Do you obtain parental consent prior to screening?
	4. Did every child receive a screening (hearing, vision, ASQ, ESI-R, etc) within 45 days of enrollment?
	5. Are parents informed of the results of screening?
	6. Are children identified in the screening process referred to specialists?
	7. Do at least 80% of your children have up to date physicals?
	8. Did all of last years children who needed medical treatment receive it?
	9. Do at least 80% of your children have up to date dental exams?
	10. Did all of last years children who needed dental treatment receive it?
	11. Are at least 80% of your children up to date with their immunizations?
	VIII. A. Screening and Identification of Special Needs If no, please expand:

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Answer Yes or No	Area
B, Assessment in Support of Learning	
	1. Do you have a formal assessment system in place for observing children and assessing their learning and development?
	2. Does your assessment system include teaching staff making judgments using reliable and valid checklists as well as other measures?
	3. Does your assessment system include all staff, including support services, health staff, etc. making judgments using reliable and valid checklists as well as other measures?
	4. Are individual assessment results regarding child outcomes utilized in your curriculum and lesson planning?
	5. Are aggregated assessment results regarding child outcomes utilized in your long range curriculum planning and/or in your program evaluation?
	VIII B. Assessment in Support of Learning If no, please expand:
C. Family Communications	
	1. Do you have an orientation procedure for new families?
	2. Do you have a system to check in with new families after a few weeks?
	3. Is the family's perspective about childrearing and cultural practices solicited during parent meetings or conferences to create or maintain open communication?
	4. Do you communicate with families in their primary language or utilize resources as needed to communicate with families?
	5. Do you regularly communicate with families by using five or more modes of communication?

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Answer Yes or No	Area
	6. Do you provide for two formal conferences per year at times that are convenient for working families?
	7. Do you have a system that provides families with the opportunity for daily communication with your teaching staff?
	VIII C. Family Communications If no, please expand:
<b>D. Family Support and Involvement</b>	
	1. Do you offer family supports?
	2. Last year did at least 80% of your families receive at least one family service?
	3. By the end of the year did every family complete a family partnership agreement?
	4. Are family members, including extended family, welcome to visit in your classroom?
	5. Do you provide home visits to families?
	6. Last year did at least 80% of your families receive at least one home visit?
	7. Do you have a plan for involving families in your activities?
	8. Do families participate in your parent meetings, special events, parties, and field trips?
	9. Do families participate in routine classroom activities?
	VIII D. Family Support and Involvement If no, please expand:
	<b>IX Program Planning and Evaluation</b>

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Answer Yes or No	Area
A. Program Evaluation	
	1. Does your staff occasionally utilize an assessment tool (every 2-3 years) to evaluate your program?
	2. Do you have two or more additional ways to obtain informal feedback about your program quality from your staff?
	3. Do your parents utilize an assessment tool to evaluate your program?
	4. Do you have two or more additional ways to obtain informal feedback about your program quality from parents?
	5. Is the data from your parent and staff evaluations used to develop a written plan for program improvement?
	IX. A. Program Evaluation If no, please expand:
B. Strategic Planning	
	1. Do you have a written mission or vision statement?
	2. Is your mission or vision statement reviewed at least every five years by your staff and governing board?
	3. Do you have a written business plan or strategic plan?
	4. Is your written business plan or strategic plan reviewed annually by your staff and governing board to evaluate your progress in achieving your goals?
	IX. B. Strategic Planning In no, please expand: