

**POLICY REGARDING ORGANIZATIONAL PERFORMANCE**  
**Adopted by the Board of Directors on June 4, 2013\***  
**Effective: July 1, 2013**

As a 501(c)(3) organization, it is vitally important that The Night Ministry (“Organization”) operates in a manner that makes the most efficient use of the resources entrusted to it by the public and that its programs maximize the benefit they can provide to service recipients. Periodic assessment of the Organization’s performance in a variety of areas is one important way to do so.

The purpose of this Policy is to prescribe a manner for assessing performance in various functional areas of the Organization. Although the activities outlined below should be considered mandatory, it is understood that they are not the only means of assessing organizational performance. For example, regular assessments take place on an annual basis when

- Outside auditors complete their annual audit of the financial statements
- A representative number of federally-funded programs undergo program, administrative, and fiscal auditing as a part of the OMB A-133 submission process
- The City of Chicago annually audits funded programs and assesses the performance of human resources and finances
- Those shelter facilities that house minor youth are inspected, human resource functions reviewed, and program materials and case files audited to ensure compliance with State requirements under Rule 410

This Policy further requires the following:

- On a quarterly basis, all program areas will provide The Board of Directors with a written report outlining the progress they have made toward meeting their service delivery goals for the year
- On an annual basis, visitors to the Health Outreach Bus will be surveyed to better understand what role the outreach services associated with the Health Outreach Bus play in their lives. The data from these surveys will then be analyzed to assess whether program operations need to be changed in light of needs revealed by the survey
- At the end of every fiscal year, programs will be examined to learn if they met their goals for the year and, if they did not, why
- At least three times/year, resident focus groups will be held at each shelter, the content of which will be on how shelter operations might be improved in order to assist the residents in meeting their case management goals
- On an annual basis, exit interviews from shelter residents will be reviewed to identify common themes regarding how the programs might be improved
- On a monthly basis, the Audit and Finance Committee of the Board of Directors will be provided with financial statements that present year-to-date financial performance compared to budget and compared to the same period last year

- Every-other-year, the Organization will undergo a financial benchmarking process in which it compares itself to other Chicago-area social service organizations similar in either mission or budget applying financial ratio analysis to indicators such as *days of cash on hand* and *return on investment*
- By June 30, each employee will be administered an Annual Performance Appraisal, the purpose of which is to review the employee's performance in light of goals that were established at the start of the fiscal year
- In the first year of this Policy's applicability, the Board shall receive a report on the above within six months, unless in terms have already been reported on quarterly
- The President & CEO shall report to the Board of Directors the results of the above assessments at The Board's Annual Meeting

This policy is subject to review every year at the June 30 meeting of the Board of Directors. The President & CEO is responsible for ensuring compliance with this Policy.